



**Painful recovery**  
Turkey pulls back  
from the brink

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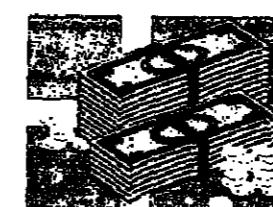
**Secret campaigns**  
The race to succeed  
Jacques Delors

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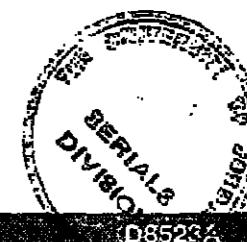


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# FINANCIAL TIMES

THURSDAY, APRIL 7, 1994

Europe's Business Newspaper

## UN commander to mediate in talks on Bosnian ceasefire

General Sir Michael Rose, UN military commander in Bosnia, agreed to a Bosnian Serb request to arrange talks with their Muslim enemies on an overall ceasefire in the region. He said the Serbs had pledged to stop shelling the embattled Muslim enclave of Gorazde, to which he cancelled a visit yesterday. At least 64 people have been killed and 300 wounded in a week-old upsurge of fighting around the enclave. Page 14

**Liberal judge to retire from Supreme Court**

Justice Harry Blackmun (left), the US Supreme Court's leading liberal, announced his retirement at the end of the court's summer term. President Bill Clinton, who will nominate his successor, is thought likely to pick someone close to Justice Blackmun's views, meaning little change in the political balance of the Court. The prospect of rightwing domination of the bench, which seemed likely during the Reagan and Bush presidencies, has receded. Page 14

**Dresdner Bank**, Germany's second-biggest private sector bank, is expected to raise capital through a private placing of American Depository Receipts in the US. Page 15

**China alarmed by unrest**: China sounded the alarm over rising unemployment, growing industrial unrest and the deteriorating health of state industry, which is under pressure in the transition to a market economy. Page 14

**Eurotunnel loan**: A row involving Eurotunnel, its financial advisers and Swiss Bank Corporation took a surprise turn with a turn on a senior SBC executive taking part in Eurotunnel's proposed £600m-£700m rights issue. Page 15; Lex, Page 14.

**Judge hits at AT&T/McCaw deal**: A US Federal judge has raised objections to American Telephone & Telegraph's planned \$12.5bn takeover of McCaw Cellular Communications, though he left the door to eventual approval of the deal. Page 15

**Alcatel Alsthom forecasts profits fall**

Pierre Guérard, chairman of French energy, telecommunications and transport group Alcatel Alsthom, confirmed his forecast of a fall of between 10 and 20 per cent in net profits this year, but said he was very optimistic for the medium and long term. Page 15

**Colonial Mutual Life ahead by 260%**

Australian financial services group Colonial Mutual Life Assurance reported a 260 per cent jump in net earnings to A\$701.3m (US\$500m), helped by last year's bull share market. Page 19

**China jails Hong Kong journalist**: China was criticised by its own supporters in Hong Kong after it jailed a journalist working in Beijing for the colony's Ming Pao daily for "stealing and spying on state secrets". Page 5

**Indians protest at Gatt accord**: Thousands of protesters rallied in New Delhi to oppose the Uruguay Round agreement on world trade liberalisation. Speakers condemned it as an instrument of oppression foisted on the developing world. Page 6

**Hungary paves way for power sell-off**

Hungary's parliament broke the country's national monopoly on electricity generation, creating the conditions for eastern Europe's first wholesale power privatisation. Page 2

**Bernard Matthews**, UK turkey products group, moved into red meat production with the purchase of state-owned New Zealand lamb business Advanced Foods. Page 23

**Astra in Japanese deal**: Swedish drugs group Astra has lifted its stakes in Japanese partner Fujisawa to 90 per cent in a Skr1.6bn (\$225m) deal. Page 15

**Carrefour**, French holding company controlled by Italian industrialist Carlo de Benedetti, achieved a sharp profit rise in net losses last year to FFr251m (\$43.05m) from FFr1.55bn in 1992. Page 16

**England pulls out of soccer match**: England pulled out of a friendly football match with world champions Germany, due to be played in Berlin on April 20, the anniversary of Hitler's birth, because of fears of neo-fascist violence. Page 16

**Continued on page 14**

Revenge attack by Islamic extremist group fails to derail peace talks with PLO

## Eight die as suicide car bomber hits Israeli bus

By Julian Ozanne in Afula, northern Israel

A suicide car bomber blew up a bus in Israel yesterday killing eight people and wounding about 45. The attack was an attempt by the extremist Islamic Hamas movement to take revenge for the Hebron massacre in February and destroy the Israeli-Palestinian peace process.

Witnesses said children fled the blast "burning like torches" when the 350lb bomb exploded at midday at a central bus stop in the relatively peaceful northern town of Afula.

The attack, one of the bloodiest yet seen inside Israel itself, prompted the government to seal off the occupied territories preventing Palestinian cars crossing into the Jewish state.

However, Mr Yossi Sarid, environment minister, said Israeli-Palestinian peace talks under way in Cairo would continue. Otherwise "we are placing ourselves in the hands of these suicide bombers - and that is their wish," he added.

"It was like a battlefield," he said. "Bodies and parts of bodies were everywhere and there was blood, noise, smoke - everything like war."

Mr David Harbi, keeper of a music store who also rushed to the scene, had burns on the palms of his hands where he had tried to douse flames on the victims' clothes before amb-

The bombing by Hamas, which had vowed to avenge the lives of 29 Palestinians massacred by a Jewish settler in Hebron, will fuel growing Israeli rightwing opposition to the peace process.

As promised in a previous leaflet, Hamas struck 40 days after the February 25 Hebron massacre - the mourning period which in Islam, must be observed before revenge can be taken. The Islamic movement warned Israel suicide operations would increase.

Shlomi Dahn, an 18-year-old schoolboy who ran to the scene immediately after the blast, said screaming people whose clothes were on fire were trying to escape from the bus.

"It was like a battlefield," he said. "Bodies and parts of bodies were everywhere and there was blood, noise, smoke - everything like war."

Mr David Harbi, keeper of a music store who also rushed to the scene, had burns on the palms of his hands where he had tried to douse flames on the victims' clothes before amb-



Police and soldiers check the tangled remains of a car destroyed yesterday in an apparent suicide attack in Afula, northern Israel

Photo: AP

ience workers arrived.

"It was like the worst nightmare of the Jews - the feeling that if the Arabs have the chance they will drive us into the sea or kill us all."

In the aftermath Arabs in the town were randomly beaten. Israeli teenagers gathered at the charred bus stop to denounce the

peace process and the government of Mr Yitzhak Rabin.

Mr Harbi said: "The absurd thing was that in one of the school bags I saw Arabic language books. The child was trying to learn Arabic to prepare for the peace."

Mark Nicholson adds from Cairo: Mr Nabil Shaath, who has

been leading the Palestinian delegation in the talks with Israel on self-rule for Gaza-Jericho, said such incidents were "one of the reasons we are pushing for the signing of this agreement - to stop the killing on both sides."

Mr Shaath said the attack emphasised the need to complete as soon as possible the final

Editorial Comment, Page 13

## Japanese PM quips 'I quit' but the joke is on him

By William Dewick in Tokyo

With Mr Hosokawa in central Tokyo on Tuesday evening.

Mr Morihiro Hosokawa, Japan's embattled prime minister, has discovered that telling jokes to comedians can backfire.

He was obliged yesterday to deny that he wanted to resign after two comedians, also independent members of the upper house of parliament, said Mr Hosokawa had quipped, during dinner, that he was so exhausted he wanted to stand down.

The professional comedians divulged their revelation in a television interview after dining

Yen for an upwardly mobile dinosaur

Page 12

freedom to admire the glorious cherry blossoms which have bloomed across Tokyo in the past few days.

Mr Shimomura said he knew Mr Hosokawa was really tired when the prime minister asked if he could finish up the comedian's eels and rice - a dish said to have restorative qualities.

Their remarks whipped up an instant storm. A startled Mr Hosokawa called the latest in a series of midnight press confer-

sions which have become a hallmark of his chaotic government. "I never said anything about quitting," he said.

Mr Hosokawa's slip is the latest blow to his already weakened credibility.

It has aroused suspicions that his patience is indeed being worn down and that coalition allies will now start to seek a replacement.

It was only a matter of time before Mr Hosokawa does resign,

said Mr Yoshiro Mori, secretary-general of the opposition Liberal Democratic party. "I think he really did say he wants to quit, because it is about time for him to go," Mr Mori said.

Mr Hosokawa is already struggling to dispel LDP allegations of financial irregularities.

He has been forced into embarrassing U-turns over the past two months on plans for a rise in consumption tax, a cabinet reshuffle and a merger of the two main parties in his coalition.

This latest misunderstanding drew attacks from Mr Hos-

## N Korea gives Japan a nuclear warning

By John Burton in Seoul

## Swedes pull out of French packager deal

By Christopher Brown-Humes in Stockholm

Sweden's second-largest forestry

and packaging group, SCA, yesterday took up a FFr2.75bn (\$340m) plan to buy 9.8 per cent of Otor Holding, one of France's biggest packaging companies.

SCA also scrapped plans for a FFr1.27bn share issue to foreign investors which would have provided some of the funds for the purchase.

The company said: "SCA and the principal shareholders of Otor have not been able to agree on final terms for the acquisition of Otor by SCA." It declined to elaborate.

The Swedish group appears to have become disenchanted with the deal after Stora, its leading domestic rival, claimed to have first rights over the stake being sold. Stora is the minority shareholder in Otor with a 10.2 per cent holding.

SCA said that Otor's main owners, Mr Jean-Yves Baquès and his family, had presented documents showing that the pre-emption rights did not exist. However, Stora was sticking to its position yesterday.

"Our nuclear arms, if developed, would be primarily designed to contain Japan," Mr Cha said. He added that a North

Continued on page 14

"I'd like a couple of raincoats pressed in an hour."



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M STOCK MARKET INDICES		M STERLING	
FT-SE 100	3,131.5	(+15.3)	
Yield	3.85		1.40%
FT-SE Entrack 100	1,446.03	(+19.38)	London
FT-SE All-Share	1,268.52	(0.9%)	5
Mixes	10,592.74	(+133.53)	DM 2,573.5
New York: Industrial	1,563.60	(-11.81)	FFR 6,607.4
New York: Ind Ave	1,563.60	(-11.81)	FR 2,127.6
S&P Composite	451.94	(-2.35)	Y 153.49
			(151.87)
			7.31
			7.31
M US LUNCHTIME RATES		M DOLLAR	
Federal Funds	3.7%		New York: Industrial
2-mo Treasury Bills	3.65%		DM 1.715
Long Bond	8.7%		FFR 5.87
Yield	7.31%		FR 1.405
			Y 104.515
M LONDON MONEY		M LONDON	
3-mo Interest	5.1%	(5.4%)	DM 1.731
Life long gilt rate	10.15%	(10.7%)	FFR 5.822
			FR 1.4378
M NORTH SEA OIL (Arabs)		M NORTH SEA OIL (Arabs)	
Brent 15-day (May)	314.40	(14.39)	Y 104.575
			(103.745)
M Gold		M Gold	
New York Comex (Aug)	332.71	(38.7)	Y 104.574
London	332.5	(38.4)	(38.7)
			Y 104.574
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# Greek bill seeks to boost tax revenue

By Keri Hope in Athens

Greece's socialist government yesterday unveiled a fiscal package designed in part to counter what it believes to be rampant tax evasion.

The bill, due to go before parliament this week, raises the top income tax rate from 40 to 45 per cent, places an additional 15 per cent tax on dividends from mutual funds and investment companies, and sets criteria for taxing self-employed professionals like architects, doctors and lawyers, groups who are considered to grossly underestimate their income in order to avoid tax.

The new dividends tax comes on top of a 35 per cent tax on equity income which is with-

held at source. Greeks are nevertheless required to declare all their equity holdings, together with other non-taxable assets, which are considered indicators of wealth for future tax assessment.

"Probably fewer than 10 per cent of investors put down

their holdings on their income tax forms," said one fund manager yesterday.

Mutual funds are currently the fastest growing sector of Greece's financial market with about 80 companies, mostly private Greek banks and insurance concerns, controlling

more than Dr1,300m (23.55bn). The new fiscal measure is expected to put a temporary brake on that growth and drive liquidity into tax-free government bonds.

The socialist administration faces problems in financing the public sector deficit, with a

serious revenue shortfall projected this year - the increase in tax revenues for the first two months of this year was less than half the budget projection. The government borrowing requirement is forecast to exceed 15 per cent of gross domestic product against a target of 12.8 per cent.

Other measures included in the new bill are a requirement for taxpayers to disclose the source of funds used to buy property, an important repository for income from the black economy, now estimated to be worth close to 40 per cent of gross domestic product.

Personal income tax receipts in Greece amount to only about 4.5 per cent of GDP, the lowest percentage in the Euro-

pean Union, while the average income declared by self-employed businessmen and professionals is only half that declared by wage-earners.

Mr Alexandros Papadopoulos, finance minister, made a point when introducing the new measures yesterday of stressing that they were not intended to damp growth in the financial sector. He noted that the bill did not require disclosures on the source of funds used to buy shares on the Athens stock exchange. To stimulate more flotation of Greek companies, which still tend to be tightly controlled by family owners and managers, the corporate tax rate for unlisted companies will be raised from 35 to 40 per cent.

## Hungary paves way for power sell-off

By Nicholas Denton in Budapest

Hungary's parliament yesterday voted through an act regulating the electricity industry and creating the conditions for eastern Europe's first wholesale power privatisation.

The law breaks the national monopoly on electricity generation and distribution held by the electricity utility, MVM, allows for independent utilities and establishes the basis for a division along British lines between power generators and distributors.

Crucially, the legislation, on which the UK merchant bank Schroders has advised the Hungarian government, establishes a legal framework for setting prices. This gives foreign investors the pricing stability they need to bid confidently in the privatisation tender due this summer.

The electricity industry as a whole has a book value of Ft570bn (23.76bn), the government claims. Its partial sale will be of roughly the same order of magnitude as Hungary's telecommunications privatisation.

Last December, Deutsche Telekom of Germany and Ameritech of the US paid \$875m for 30 per cent of national telecoms operator, Matav, in eastern Europe's largest single privatisation.

But the crucial determinant of the size of the transaction is the detailed pricing regulation of the electricity sector, which will flesh out the act passed yesterday and is due in the coming weeks. Tariffs may have to nearly double if the industry is to cover its foreseen capital costs, and advisers hope that price rises can close the gap in 3-5 years.

In preparation for the electricity sale, the government has split MVM into eight generating companies and six regional distributors. West European utilities may be permitted to acquire majority stakes in six regional distribution companies.

The authorities also intend to allow complete foreign ownership in four generating companies which rely largely on coal-fired power plants and require modernisation.

The state plans, however, to retain a stake of 25 per cent in three larger conventional power complexes and to keep full control of the Paks nuclear power station.

Hungary has taken a liberal approach to foreign investment in the utilities because of the pressing need to develop infrastructure neglected under communist rule. The industry ministry estimates that the electricity sector must invest Ft220bn-Ft250bn by the year 2000 to replace outdated capacity with more efficient cleaner stations.

## Brussels Cup a three-horse race

Lionel Barber gives a form guide to runners in the contest to succeed Jacques Delors



Lubbers: remains the favourite

the public face of the Union.

He also heads an institution with a monopoly on proposing Euro-legislation, something which no national or international service can rival. Increasingly, Brussels is acquiring new responsibilities in social policy, the environment, and research, as well as dispensing aid to eastern Europe and the former Soviet Union.

The secretive nature of the selection process is typical of the way the EU runs much of its business. It is a mixture of patronage, horse-trading, and arm-twisting which offers the European citizen few clues as to the importance of the job.

The Commission president is responsible for an annual budget of Ec170bn (255bn). He will be in charge of more than 10,000 international civil servants in Brussels, regularly attends international summits, and is

draw on 12 years' experience as Dutch premier and his small state credentials. This last asset is important because the presidency usually alternates between large and smaller states.

A Lubbers victory seemed even more likely after last October's special summit in Brussels, where EU leaders agreed a wide-ranging deal on the location of a host of new institutions.

It was assumed that Chancellor Helmut Kohl's success in winning the European Monetary Institute for Frankfurt - against the rival Amsterdam - had come at the price of a promise to back Mr Lubbers. When Mr Gonzalez revealed he was committed to Mr Lubbers two months ago, the contest appeared over.

Then, the dynamics of the race changed. A report in the *Guardian* newspaper stated that Chancellor Kohl and President Francois Mitterrand had drawn cool toward Mr Lubbers and had urged Mr Dehaene to make himself available. The next day, Mr Dehaene's office declined to confirm or deny that he was a candidate, heightening speculation.

Rumours in Brussels and Paris persist that Mr Kohl is not as keen on Mr Lubbers as was first thought. Memories linger of the Dutch president's shaky performance in the run-up to the Maastricht treaty, notably its ill-judged attempt to force the pace on federalism in the autumn of 1991. Another worry is that Mr Lubbers, a prime minister, may turn out to be too big for his boots. Mr Delors, after all, acquired head of state status in 12 years in Brussels.

Yet Mr Dehaene would undoubtedly be a bit of a gamble. His international exposure is minimal, though he chaired

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## Lubbers returns to avert crisis

The Dutch prime minister, Mr Ruud Lubbers, cut short an official visit to Indonesia and returned home last night in an effort to defuse differences between his ruling Christian Democratic (CDA) party and the Labour coalition partners, with a general election only one month away. The coalition today faces a parliamentary debate over its handling of a police corruption scandal.

The opposition may table a motion of no confidence in the run-up to the May polls. Yesterday, an independent NOVA/ANP opinion poll suggested that support for the CDA had plunged by a third since the 1989 elections to 19.5 per cent, putting it in last place among the four top parties now led by Labour. The main beneficiaries of voter dissatisfaction have been D66, a centrist party, the right-wing Liberals, and a number of smaller groups including those of the far-right.

David Brown, Amsterdam

## Bundesbank eases lending costs

The Bundesbank yesterday continued its gradual easing of lending costs by shaving a further three basis points of the securities repurchase rate at which it supplies financial markets with short-term funds. The move down to 5.75 per cent was seen as a further signal that reductions in the international money market could still be expected. But analysts were divided on the timing. In the recent past the German central bank has developed a knack for making cuts when markets least expect them. Christopher Parkes, Frankfurt

## Bonn's asylum curbs succeed

The number of foreigners seeking asylum in Germany has fallen dramatically since Bonn imposed tough limits on refugees last summer, the interior ministry said. A total of 35,222 refugees applied for asylum in the first three months of this year compared with 118,061 in the first quarter last year, down 69.7 per cent. The ministry said 12,181 refugees - most of them from eastern Europe - applied for asylum in March this year, compared with 10,487 in February and 13,154 in January. Reuter, Bonn

## Sweden to reduce borrowing

Sweden's borrowing requirement for the 1993-94 budget year is likely to be SKr220bn (415m), well below the government's forecast of SKr270bn published in January, Mr Staffan Crona, director general of Sweden's National Debt Office, said yesterday. The National Debt Office also forecasts that the borrowing requirement in 1994-95 will be SKr210bn, down from an estimate of SKr220bn in January. Mr Crona told journalists in London that the lower 1993-94 forecast reflected the impact of Sweden's economic recovery on the budget, likely privatisation receipts, including the planned sale of the state's holding in Pharmacia, and the end of the financial crisis in Sweden. Antonia Sharpe, London

## Romanians follow IMF's line

Romania's government endorsed a 1994 draft austerity budget based on recommendations made by the International Monetary Fund. Revenues are set at 9,660bn lei (24bn) and the deficit at 1,978.5bn lei, or 3.5 per cent of gross domestic product. Romania is seeking around \$700m in new IMF credits to prop up its economy. The spending was meant to boost investment, including housing construction, and to encourage exports, the government said. It would also increase the weight of indirect taxes in the structure of revenues. Reuter, Bucharest

## France looking for jobs boost

Direct foreign investment in France last year will create or save some 15,500 jobs. Mr Daniel Hoesch, the French local government minister, said yesterday, European companies, led by the Germans and the Belgians, accounted for 60 per cent of jobs created or sustained by foreign investment, with American companies, long the prime investors in France, dropping to 15 per cent, the same share as Asian companies. A sharp drop in new jobs created by foreign investment from 1992 to 1993 was offset by foreign investors taking over declining companies, and maintaining employment. David Buchan, Paris

## French right set for Euro-row

The decision by the UDF, one of parties in France's ruling coalition to choose a strongly pro-European candidate to lead the government list for this June's European parliament elections has created problems within the coalition. The Gaullist RPR party had favoured a less pro-European candidate. While the RPR is likely to endorse the nomination of Toulouse mayor Dominique Baudis, the choice might drive some Gaullist voters towards a dissident conservative list. David Buchan, Paris

## ECONOMIC WATCH

### Greek inflation falls to 10.2%

**Greece: Inflation**  
Annual % change in CPI

Year	Inflation (%)
1992	18.0
1993	14.0
1994	15.0

Source: Datastream

The Greek consumer price inflation fell to 10.2 per cent year-on-year in March from 11 per cent in February. In March the consumer price index rose by 2.9 per cent against February because of sharp rises in clothing, footwear, consumer durables and household goods after the winter sales.

■ East German industrial orders rose 14.8 per cent in December and January against the same period a year ago, suggesting that recovery in the five eastern Länder is gathering pace. Orders for investment goods rose 10.1 per cent in the period, while consumer goods orders rose 24.1 per cent. Foreign orders fell 20.8 per cent, mainly because of a drop in Soviet orders. Michael Lindemann, Bonn.

■ Belgium's budget deficit in the first quarter was BFr274.2bn (20.3bn), up from BFr227.5bn a year earlier. The deficit narrowed by BFr32bn between the first quarter of 1993 and 1994.

## Shares shrug off political worries in Italy

By Andrew Hill in Milan

Financial markets yesterday largely shrugged off the threat by Forza Italia, the political party formed by media magnate Silvio Berlusconi to force Italy back to the polls if a new government could not be formed. They had earlier been unsettled by bickering within the right-wing alliance which won last week's general election.

Despite the prospect of continued political uncertainty, the main Milan stock market index closed nearly 1 per cent higher yesterday, although the lira lost ground against the US dollar and the D-Mark. It closed in London at £1654.83 against the dollar from £1640, and at £965 from £960.83 against the D-Mark. Analysts said they were surprised equities had not suffered, but predicted that Mr Berlusconi and his allies would eventually form a government.

Forza Italia officials believe that if Mr Berlusconi does not fall into line, several of the League's newly elected deputies could defect to Mr Berlusconi and his allies.

Mr Berlusconi was expected to hold talks in Rome yesterday with representatives of the weakened centre parties.

## Turkish package fails to put doubts at rest

By Tracy Corrigan in London and John Murray Brown in Ankara

Moody's, the US credit rating agency, yesterday reacted to Turkey's new austerity package by warning it might lower the country's debt rating further. It currently rates Turkey Ba1, considered a sub-investment grade of "junk" rating.

"The package is positive," said Mr Guillermo Estebanez, senior analyst at Moody's. "The reason for the review is whether it is sufficient and whether it is implementable. It is not too late, but it is well into the crisis."

The decision by Moody's reflected a general uncertainty in international and Turkish markets yesterday over the ability of Mrs Tansu Ciller, the prime minister, to implement the tough package of economic reforms she outlined on Tuesday.

While the interbank overnight interest rate, which has been as high as 1,000 per cent in recent weeks, dropped back to 70 per cent yesterday, dealers said they expected the fall to be shortlived. "We think

you will see overnight rates move straight back up to a range of 150 per cent to 170 per cent," said one trader at a large US bank. The overnight rate ended the day at about 80 per cent.

However, dealers were slightly more optimistic on the outlook for the currency, which ended the day at about TL14,000 to the dollar. At the start of the year it was trading at around TL15,000. "The lira was looking overvalued, but at this level it may have overshot the mark," said one currency trader.

But investors in Turkey's \$5.5bn of foreign bonds are more nervous about the country's ability to service its debt, since recent lire depreciation means Turkey's foreign currency debt has more than doubled. Dealers said Turkey would not be able to return to the international market in the foreseeable future.

The austerity package comprises inflationary price rises, including those of petrol and sugar, and longer term structural reforms such as privatisation, much of which has already been announced. But

the key to this package is Mrs Ciller's commitment to a three-month fiscal target. "No sensible government is going to commit itself to such a short-term programme if it is not serious. There would just be too much egg on its chin," says Mr Emre Yigit, head of research at Global securities in Istanbul.

Nevertheless, the costs will be impressive. The package calls for the closure of several state companies, including the Karakul iron and steel works, and says that others, such as the coalmines at Zonguldak and the textile conglomerate Sumer Holding, will close if buyers cannot be found.

The privatisation target of \$3.5bn this year seems very ambitious, particularly as economic austerity will hit demand for the output of some companies, such as the Erdemir Iron and Steel works on the Black Sea.

The government will struggle to close mines at Zonguldak. They employ 26,000 in a region with little alternative employment and a long history of union militancy. See Feature

## Brussels warns audio-visual sector

By Gillian Tett in Brussels and Raymond Smiley in London

The European film and television industry is in a state of financial crisis and will decline steadily against its US competitors unless the European Commission has warned.

The diagnosis, made in a discussion paper on the audio-visual industry adopted by the commission yesterday, calls on governments to provide more effective funding and co-operation to operate on a trans-national basis. The document

appears to reflect the divisions which remain among member states over Europe's audio-visual policy in the aftermath of the General Agreement on Tariffs and Trade negotiations and the commission's own uncertainty about how far it can endorse protectionism in the European industry.

Commission green papers, however, deliberately avoid being prescriptive and do not contain precise proposals.

Both Mr Pinheiro, and Mr Jacques Delors, the commission president, are expected to put their political weight behind the document at a press conference today. Both have been keen to stress the politi-

cal significance of the report, pitched as a cornerstone of the commission's manifesto for developing Europe's "information highways".

A group of leading European television and film producers and directors, including Mr David Puttnam, were among those who submitted much more precise proposals to the Commission.

They argued for a levy on every sector of the audio-visual industry to help fund more commercially-oriented production and "soft loans" to help create a number of competing European-wide distribu-

THE FINANCIAL TIMES  
Published by The Financial Times (Europe) GmbH, Tel: 01 41 92 12 520, Fax: 41 92 69 396491, Telex: 416193, Münster, Mainz, Germany. Tel: 01 41 92 12 520, Fax: 41 92 69 396491, Telex: 416193, Mün



Ron Carey of the Teamsters: 'no choice but to strike'

## Teamsters in first big strike for 15 years

By George Graham

In Washington

Picket lines went up across the US yesterday at the once powerful Teamsters union launched its first big strike in 15 years against 22 road haulage companies, but little immediate effect was felt on deliveries.

Mr Ron Carey, Teamsters president, called about 75,000 members out on strike after talks broke down over the haulage companies' plan to use more part-time workers and to send more goods by rail.

"We have no other choice but to strike," Mr Carey said.

The companies targeted by the Teamsters' strike, which belong to a negotiating consortium, called Trucking Management Inc, handle about half of all consolidated road freight in the US - single truck loads made up by the haulage companies of consignments that on their own make up less than a full load.

They include companies such as Consolidated Freightways, AB Freight Systems, and Roadway Express, which have faced increasing competition in segments of their market from parcel delivery companies such as UPS.

The strike is most likely to affect deliveries of manufacturing components, small finished

goods and non-perishable groceries, but is not expected to constrict food supplies, since most supermarket chains have their own truck fleets.

The trucking companies currently ship between 5 and 15 per cent of their freight by rail, but had proposed a new contract allowing up to 35 per cent to move by rail. They also wanted a quarter of the work in their terminals to be done by part-time workers, giving them more flexibility to deal with peaks in demand.

For the Teamsters, the strike is a critical test. Mr Carey was elected president in 1991 as the leader of an effort to clean up the scandal-ridden union, which had been operating under a federal court order as part of a settlement of allegations stemming from its close links with organised crime. Three of Mr Carey's six immediate predecessors went to prison, and two others were the objects of criminal investigations when they left office.

His leadership has been called into question, however, and the union's finances, especially its strike fund, are in poor shape. Members last month voted against an increase in union dues but the Teamsters have secured a \$50m loan guarantee from the AFL-CIO, the US labour union federation.

### NEWS IN BRIEF

## Maine relents over drink boxes

The state of Maine has been forced to back down in its fight against drink boxes, the rectangular laminated packages made by companies such as Tetra-Pak and Combiloc, George Graham reports from Washington.

Governor John McKernan this week signed a bill repealing Maine's three and a half year ban on the drink box, which is more difficult to recycle than aluminum cans or glass bottles and which the state feared would fill up all scarce landfills. But the boxes have proved a hit with consumers, who buy around 40m of them in the US each year.

Maine's state legislature decided in 1990 to ban the boxes, but last month, after years of industry pressure, it reversed itself. Packaging companies have agreed, in exchange, to help municipalities set up recycling programmes.

## Honduras murder plot

The Honduran army said on Tuesday it was investigating a foiled plot to assassinate President Carlos Roberto Reina and kidnap a businessman. Reuter reports from Tegucigalpa. Lt Col Napoleon Santos, an army spokesman, said one of four men implicated in the conspiracy had said a Honduran citizen with links to the drug trade had offered the group \$400,000 to kill the president and more than \$300,000 to kidnap the businessman.

The chamber of deputies added weight to President Frei's cause by passing an emergency motion describing as "regrettable" Gen Stange's refusal to resign after being implicated in an alleged cover-up of the 1985 murder of three communists.

## Ecuador debt payment

Ecuador yesterday announced it would resume interest payment on its \$7bn (\$4.7bn) foreign commercial debt, it stopped servicing in September, 1992. Raymond Colitt writes from Quito. Though the initial payment of \$3m towards interest in arrears is only symbolic, Finance Minister Cesar Robalino said it would allow negotiations with the commercial banks to move ahead.

## Mexico defends currency

By Damian Fraser

In Mexico City

Mexican interest rates rose sharply yesterday, as the government sought to stem an outflow of foreign capital which is threatening the stability of the exchange rate.

Short-term rates on 28-day paper rose to 14.31 per cent, an increase of 2.7 percentage points on the day, and up from 8.61 per cent in late February. One year rates also rose to 13.66 per cent, a level not seen since last August.

The stockmarket reacted badly to the interest rate rise, falling 1.4 per cent by mid-session, to 22,203. Mexico's economy was formally in recession in the second half of last year, and the government had been hoping for a rapid recovery before August's presidential elections.

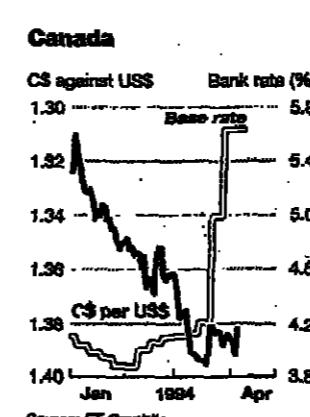
But the peso strengthened slightly, to 3.35 to the dollar yesterday morning, although it remained close to its permitted limit, and about 8 per cent weaker than at the beginning of the year.

A devaluation of the peso outside the central bank's exchange rate band would come as a serious political blow to the government.

## NEWS: THE AMERICAS

Turmoil laid at new government's door, writes Bernard Simon

## Canada Liberals dismay markets



below yesterday's level of 8.3 per cent. With debt-service payments accounting for about a third of all government outlays, any jump in interest rates can quickly undermine budget projections.

Mr Thiesen and Mr Martin do appear to have calmed the markets for the time being. In the past two days, bond prices and the Canadian dollar have recovered part of their losses.

But the turbulence of the past few weeks has revealed the fragility of investor confidence in Canada and several more potentially unsettling events are on the horizon.

Quebec separatists are confident of a strong showing in elections later this year. If they win, they have promised to hold a referendum on independence for the francophone province within 12 months.

The ten provinces will present their 1994-1995 budgets over the next six weeks. Their combined borrowings now exceed those of the federal government.

"You've got to be betting on a weak currency," Mr Michael Manford, chief economist at ScotiaMcLeod said yesterday.

Some economists question this conclusion. The budget assumed an average long-term government bond yield of 6.4 per cent this year, which is far

through unpopular spending cuts.

The previous government's budget projections were blown off course by stagnant tax revenues rather than unexpectedly high outlays. Mr Martin and his advisers are banking heavily on an accelerating recovery to push up revenues.

"We are going to hit our target," Mr Martin said on Tuesday.

Closer examination of the budget and subsequent statements by Mr Martin and Mr Jean Chretien, the prime minister, suggest the Liberals are reluctant to achieve targets

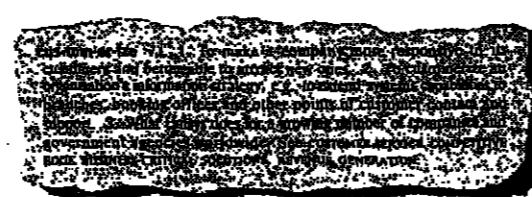
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## NEWS: INTERNATIONAL

# Kenya central bank defrauded of \$210m

By Leslie Crawford in Nairobi

Kenya's monetary authorities yesterday revealed that the central bank was defrauded of \$210m (£141m) last year - an amount equivalent to 6 per cent of the country's gross domestic product - in what probably counts as the biggest embezzlement of public funds in Kenya's history.

As a result, the central bank recorded a net loss of 4.5bn shillings (547m) in the year to June 1993, according to the bank's auditors. The losses were incurred in foreign exchange trading and on unsecured advances to three local banks which have ceased operations.

Mr Michael Cheserem, who became the central bank governor in July, after the losses were detected, says his main priority is to recover KSh6bn

owed to the central bank. Mr Amos Wako, the attorney-general, has meanwhile launched an investigation into the financial activities of the local Exchange Bank, which is in liquidation.

Mr Cheserem says the central bank entered into a forward foreign exchange contract with Exchange Bank last April in which the central bank advanced KSh9.9bn against a future payment of \$210m. Subsequently, it is claimed, central bank officials and Exchange Bank conspired to erase the latter's liabilities by setting up bogus bank accounts in the name of the central bank with two international banks in London.

The alleged fraud was discovered when the International Monetary Fund questioned the apparent \$210m central bank funds held abroad. "The

accounts were discovered to be false, in an apparent attempt to conceal the fact that Exchange Bank had defaulted on the contract," Mr Cheserem said in an interview yesterday.

Mr Cheserem is surprised that such a large contract was approved at a time when Exchange Bank was already under investigation for the alleged falsification of export documents for a related company.

The central bank ordered Exchange Bank into liquidation last year after an independent audit of its activities. The audit has never been made public, compounding the widespread belief that senior politicians in the ruling KANU party benefited from Exchange Bank's activities.

Former central bank employees are being questioned in connection with the affair.

# UN's Somalia military role attacked



Somali warlord Mohamed Farah Aideed (left) addresses 700 delegates at a Pan-African Congress in Kampala, Uganda, yesterday. Aideed demanded compensation from the UN for the 13,000 Somalis he claims were killed by peacekeepers in Somalia last year

By James Harding

United Nations troops had been "a little more trigger-happy than they should have been" during Operation Restore Hope, the peace-enforcing operation in Somalia, a UN envoy to the country said yesterday.

Mr Michael Harper, director of the United Nations Association UK, said on his return from a Unicef-funded mission to Somalia that the UN had "come unstuck at the military level". The humanitarian effort had been largely successful, but the military operation had failed to achieve its aim of disarming the Somali warlords, and had alienated the Somalis.

He criticised the role of the US soldiers in Somalia, saying that "for the past six months, the Americans have been looking after the Americans," seeking to minimise casualties. He would recommend to Mr Boutros Boutros Ghali, UN secretary-general, that there

"should never be a UN military presence and a unilateral non-UN international military presence, be it the US or any one else, working simultaneously."

His criticisms indicate the degree to which the operation has damped UN peace-enforcing ambitions. He acknowledged Amnesty International's allegations of human rights abuses by UN personnel, saying he suspected they were "basically founded".

He stressed the absence of military wisdom in New York combined with disorganisation in Somalia. "The individual national units tended to operate in their own way and decide which bits of the (UN) mandate they would or would not implement."

Mr Harper's attack came amid allegations of a cover-up of a report on the massacre in June last year of 23 Pakistani soldiers serving as part of the UN forces. The UN-commissioned inquiry has never been released.

# Mandela rules out election postponement

By Patti Waldmeir and Michael Holman in Johannesburg

Mr Nelson Mandela, African National Congress president, yesterday ruled out any postponement of South Africa's forthcoming all-race elections, despite a report from the country's Independent Electoral Commission saying it would be impossible to hold elections in violent Natal province.

"Let me tell you there will be no postponement of elections...either in the province of Natal or in any of the provinces," Mr Mandela told a youth conference in Durban. "We will not postpone our freedom...We will not postpone our plans to build a better life for all South Africans."

Some 700 additional troops were last night on their way to bolster the 2,000 soldiers already enforcing the state of

emergency in Natal, where over 100 people have died in six days.

A government spokesman said last night the Natal crisis required a political solution, which will be the focus of tomorrow's peace summit between Mr Mandela, President FW de Klerk, Inkatha leader Chief Mangosuthu Buthelezi and Zulu King Goodwill Zwelithini, who are to meet at an undisclosed venue.

The ANC hopes at that meeting to assuage the fears of the Zulu King about the future of his monarchy by promising to protect his salary and status under a new constitution. ANC officials believe they can offer the king a deal which will persuade him to break with his ally, Chief Buthelezi, and accept the constitution, seriously undermining Inkatha's election boycott.

Over and over again, she explains that, yes, they must not sign the paper, and no, they must not print their address in the box next to the party of their choice. One old woman worries that her mark on the

On April 26-28, 22.7m South African voters will be eligible to vote at any one of 8,000 polling stations. Some of them will be mobile stations, to be moved in and out of areas where violence could interfere. There are no constituencies. Representatives are chosen from national party lists, so voters can attend any polling station.

Some 80m ballot papers are being printed by De La Rue, the UK security printer, and can be placed in 126,000 ballot boxes. Some

paper is not a perfect X. Ms Lerato reassures her it will do nicely.

Over the past few weeks, millions of first-time electors throughout South Africa have received some kind of voter education to prepare them for the April 26-28 poll. Some have attended mock elections held by community and church groups, political parties and businesses. Millions more have been reached by TV and radio, where voter education has taken surprising forms.

These have included a prime-time voter education game show, complete with a black master of ceremonies dispensing

193,706 voting officers will staff the polling stations; 90,838 enumerators will count votes.

The Independent Electoral Commission plans to deploy 10,000 monitors by mid-April; the UN says it expects 3,000 foreign observers. The commission (11 eminent South Africans and five international commissioners under the chairmanship of Judge Josph Krieger) will conduct the poll and decide whether it is free and fair. There is no appeal against its decision.

parents.

Travelling concerts and roadshows, some of them funded by an election initiative launched recently by South African business, take the message deep into rural communities. Music cassettes combining a message of tolerance and goodwill with popular music have been distributed to the tens of thousands of minibus taxis which provide the main form of transport for black South Africans.

Because there is no central co-ordination of the voter education effort, nobody knows how many people have been reached or how much money has been spent. From overseas,

the European Union has contributed \$20m (£2.7m) and the South Africa Free Election Fund, a US business initiative, at least \$5m (£5.3m). Foreign voter educators say they believe it is one of the most ambitious such exercises conducted anywhere.

The task is daunting: some 70 per cent of South Africa's 22.7m eligible voters have probably never voted before (some may have voted in local black elections, but turnout at these polls was always minuscule).

South Africa's voting system is relatively simple: the ballot shows each party's name, logo and the picture of its leader; voters need mark only one box (representatives are then chosen automatically from each party's electoral list). But matters have been complicated by the recent addition of a second ballot for regional parliaments.

Most voters have no idea of the purpose of the second paper: some said they would not mark it, as they had been told it was illegal to vote twice. But by far the greatest problem

has been political violence, especially in Natal Province where the Inkatha Freedom party is boycotting the election. Voter educators from the rival ANC have been targeted by Inkatha with several murders.

Natal voter education groups say they have been unable to operate in Inkatha areas since mid-February. They believe the recent imposition of a state of emergency will only spark further resentment in Inkatha areas.

But voter educators complain that the ANC, too, is inhibiting their work in Natal.

"We're having problems in ANC areas as well. We're being told that if we're not teaching people to vote ANC, we're not to be doing voter education," says Ms Carole Baskey of the Community Law Centre in Durban. But Inkatha's name will not appear on the final ballot.

No amount of voter education can solve South Africa's real problems, which remain political.

# South Africa throbs to an electoral beat

Rap groups, game shows, TV soaps are all being used to educate voters, reports Patti Waldmeir



SOUTH AFRICAN ELECTIONS  
April 26-28

Confused but elated, members of the Soweto Mothers' Union shave for a place at the mock polling booth outside Johannesburg's Anglican cathedral. In three weeks, the vast majority of them will enter a real polling station to vote for the first time, and they want to be ready.

Myopic grandmothers crane their necks to glimpse the mock ballot papers being distributed by Ms Lerato Mabitsela of the Matla Voter Education Trust, and strain to hear her patient explanation of how to avoid spoiling the paper.

Over and over again, she explains that, yes, they must not sign the paper, and no, they must not print their address in the box next to the party of their choice. One old woman worries that her mark on the

ing deep freezes and electric frying pans to those who correctly answer questions such as: "Where do you go to vote?" and "If you spoil your paper, do you get another chance?"

The same channel carries an election soap opera, featuring a black comedian as the main character in a drama revolving around issues such as democracy and political intimidation. A local rap group, Prophets of the City, has taken their own brand of voter education to black schools, where they rap out the message: "You gotta vote, you gotta vote". The children are expected to pass the message on to their

parents.

Travelling concerts and roadshows, some of them funded by an election initiative launched recently by South African business, take the message deep into rural communities. Music cassettes combining a message of tolerance and goodwill with popular music have been distributed to the tens of thousands of minibus taxis which provide the main form of transport for black South Africans.

Because there is no central co-ordination of the voter education effort, nobody knows how many people have been reached or how much money has been spent. From overseas,

## INTERNATIONAL ECONOMIC INDICATORS: PRICES AND COMPETITIVENESS

Yearly figures are shown in index form with the common base year of 1985. The real exchange rate is an index throughout; other quarterly and monthly figures show the percentage change over the corresponding period in the previous year and are positive unless otherwise stated.

### UNITED STATES

	Consumer prices	Producer prices	Exports	Unit labour costs	Real exchange rate	Consumer prices	Producer prices	Exports	Unit labour costs	Real exchange rate	Consumer prices	Producer prices	Exports	Unit labour costs	Real exchange rate
1985	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
1986	101.9	98.8	102.3	99.4	98.4	100.8	95.3	101.4	103.4	117.4	93.9	97.5	103.1	103.8	108.7
1987	105.0	100.7	103.4	98.7	90.2	101.2	92.5	103.4	100.8	120.9	100.1	85.1	108.0	107.1	114.5
1988	109.0	102.0	105.7	100.7	102.2	102.4	102.2	102.4	102.4	102.4	102.4	102.4	102.4	102.4	110.3
1989	115.2	108.5	110.0	101.1	77.3	104.9	94.2	114.0	98.1	116.5	104.2	99.3	117.3	108.0	110.1
1990	121.5	113.8	104.3	102.8	103.2	105.7	102.0	120.1	98.3	105.7	107.0	101.0	122.8	110.3	114.9
1991	126.6	116.3	117.3	107.8	78.3	111.8	96.8	124.2	111.8	110.7	105.4	131.8	115.0	111.8	115.0
1992	130.4	117.7	120.2	108.1	76.8	113.9	95.8	125.8	111.7	110.0	115.1	104.8	138.6	121.5	114.0
1993	134.3	119.2	123.4	105.4	78.4	115.3	94.3	128.5	110.1	118.4	104.8	104.8	115.4	115.4	115.4

### FRANCE

	Consumer prices	Producer prices	Exports	Unit labour costs	Real exchange rate	Consumer prices	Producer prices	Exports	Unit labour costs	Real exchange rate	Consumer prices	Producer prices	Exports	Unit labour costs	Real exchange rate
1985	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
1986	102.5	97.2	104.5	101.5	104.4	102.1	102.2	103.3	103.4	107.2	104.5	104.5	104.5	104.5	104.5
1987	105.8	100.7	103.0	106.8	111.0	103.2	105.5	105.1	107.7	104.9	118.3	105.9	98.7</td		

# China under pressure over HK newsmen

By Simon Holberton  
in Hong Kong

China yesterday came under pressure from its own supporters in Hong Kong to explain why it had sentenced a journalist working for one of the colony's leading daily newspapers to 12 years in jail.

Earlier this week it emerged that Mr Xi Yang, a Beijing correspondent for the Ming Pao daily, had been found guilty of "stealing and spying on state secrets".

The sentence came after a trial held in camera, at which Mr Xi was not represented by a lawyer. An employee of the People's Bank of China, the central bank, was sentenced to 15 years' prison for assisting Mr Xi in his work. The sentence meted out to Mr Xi was seen in Hong Kong as disproportionate to any he offence he might have committed.

Some observers said it was a classic example of the Chinese adage "to kill a chicken to scare a monkey", in other words, to warn Hong Kong's news media of the limits to inquiry by severely punishing one of their number.

Last summer Mr Xi wrote a series of articles about China's attempt to cool its economy.

He reported that the People's Bank had sold gold to buy yuan to stabilise the currency; also, he forecast accurately a rise in short-term interest rates.

Leading pro-Beijing figures such as Mr Tsang Yok Sing, leader of a China-funded political party in the colony, and Mr Xu Ximeng, publisher of a pro-Beijing magazine, called on China to prove that Mr Xi was engaged in anything other than news-gathering.

Mr Xu said the 12-year sentence was too heavy. Mr Xi had never used the information he got "in any other way involving espionage, apart from printing it in the newspaper."

Mr Xi has been given leave to appeal against the verdict of Beijing's intermediate Court.

Mr Kevin Lau, vice-president of Hong Kong's journalists' association, said the verdict had scared Hong Kong-based journalists who have to travel to the Guangzhou subway.

There were no objective criteria for what constituted a secret in China, he added.

He said that after Hong Kong's return to China in 1997, it will have to enact laws to protect state secrets. China's law was "vague and subject to arbitrary interpretation".

Balladur wants warmer relations, say Tony Walker and John Riddings

**M**r Edouard Balladur, France's prime minister, could have picked a better week to visit Beijing for talks aimed at celebrating a warming of Sino-French relations after the iciness of the past year or so.

China's announcement on Monday that it was investigating its most prominent dissident for new, and as yet unspecified, crimes has cast a considerable shadow over the visit.

Mr Balladur, due to arrive in Beijing today, can hardly avoid broaching with his Chinese hosts the subject of Mr Wei Jingsheng's incarceration. At the very least, the continued detention of Mr Wei would preclude any possibility of a visit to France this year by China's Premier Li Peng.

French officials have been contrasting the relatively low-key Balladur mission to China with that of Germany's Chancellor Helmut Kohl last November. Mr Kohl arrived in Beijing with a clutch of German industrialists who then proceeded to sign deals worth about \$2bn (£1.35bn), including a Siemens agreement to build the Guangzhou subway.

Mr Balladur, on the other hand, will be travelling with a relatively small delegation including Mr Alain Juppé, his foreign minister, and Mr Gérard Longuet, trade and industry minister. But this is not to say the Balladur mission is without commercial importance.

France is anxious to lay the

groundwork for a revival of business relations chilled following the 1992 decision of the previous French government to allow the sale of about \$2.6bn worth of armaments to Taiwan, including 60 Mirage 2000-5 fighters and 1,500 surface-to-air missiles.

A furious Beijing ordered closure of France's consulate in Guangzhou, and discriminated against French compa-

share of China's imports fell to just 1.6 per cent in 1993 compared with 3 per cent in 1990.

Mr Longuet estimates that contracts worth more than FF35bn (£384m) were lost during the 1992-94 chill. The Patronat, the French employers' federation, puts the tally at almost double official estimates.

French business will be hoping that the Balladur mission

will be the aircraft group, is also seeking to break into China's growing aerospace market.

But French officials in Beijing say France will make it clear to China that the soft loans used in the past to sweeten commercial deals will not be made available quite so readily in the future.

Concessional loans from Paris to China total about FF35bn, France's biggest exposure abroad. Officials say France does not intend to use its facilities to engage in "cut-throat" attempts to secure business at the expense of its fellow Europeans.

Mr Balladur's other mission will be to oil the political relationship with Beijing and improve the consultative processes between fellow Security Council members.

"We became marginalised in relations with Beijing," said a French foreign ministry official, adding that "it is worrying when one considers the growing diplomatic and regional importance of China."

But French and Chinese wishes to make a fresh start in relations are certain to be bevelled by the human rights issue, especially if Mr Wei continues to be held for questioning during the Balladur visit.

Mr Juppé told *Le Figaro* last week: "France has no intention of closing its eyes to the problem of human rights in China." France's overtures to Beijing have been based on pragmatism. The limits of that approach will be tested this week.



Mieno: "Japanese economy close to hitting bottom" Tony Andrews

## Bank chief more confident on Japan economy

By William Dawkins in Tokyo

executives were discussing the size, rather than the timing, of a recovery. Japanese companies had made steady progress in winding down surplus stocks and in restructuring. Exports were improving in response to a rise in overseas demand led by the US, said Mr Mieno. "Improvements in domestic activities are spreading," he added.

There was only a "slim" risk that these signs of economic improvement would evaporate, as did a phantom upturn this time last year, he maintained.

However, he warned that the yen's continued strength, the impasse in trade talks with the US and staff reductions by Japanese companies might still harm the economic outlook.

## UN envoy fails to win Afghan ceasefire

A United Nations envoy left the Afghan capital, Kabul, yesterday saying he had failed to win a commitment for a ceasefire from President Burhanuddin Rabbani and his rival, Prime Minister Gulbuddin Hekmatyar. Reuters reports from Kabul:

"I have not got a firm commitment from the conflicting sides for a lasting ceasefire," Mr Mahmud Mestiri, special envoy of Mr Boutros Boutros Ghali, UN secretary-general, said at the end of a five-day visit.

He planned to meet leaders of Afghanistan's provinces over the next two weeks to try to find a way of ending the fighting before returning to

Kabul for final talks with the rival leaders.

Mr Mestiri had two rounds of talks with Mr Rabbani and met Mr Hekmatyar at the prime minister's headquarters south of Kabul to try to mediate an end to two years of factional warfare.

"We prefer a permanent ceasefire to a temporary one, not only in Kabul but in all of Afghanistan," Mr Rabbani declared after his talks with Mr Mestiri.

The two sides had agreed to a ceasefire during the envoy's visit, although clashes erupted in the Tagab Valley, about 40 miles north-east of Kabul.

"I asked the leaders, especially the fighting sides, to extend the ceasefire which has been holding during this visit," Mr Mestiri said.

"We think that Kabul must not return to the inhuman conditions of the past three months of war."

The International Committee of the Red Cross says 2,500 people have been killed, 17,000 wounded and 300,000 made homeless since the latest round of the war for supremacy in Kabul erupted on New Year's Day.

More than 11,000 people have been killed and a third of Kabul's 1.5m residents have fled the fighting since Mujahideen groups took power from the for-

mer communist government and formed an Islamic coalition in April 1992.

Mr Rabbani said he had asked the UN to continue its involvement in Afghanistan.

"I hope with the co-operation of the United Nations that a decision-making body could be established soon, made up of people's delegates from all over Afghanistan," he added.

Mr Hekmatyar has demanded Mr Rabbani's resignation as a prerequisite for peace.

Mr Rabbani refuses, saying his departure would open a dangerous power vacuum.

## Manila 'drug police' claim

Ten per cent of metropolitan Manila's police force are protectors or members of drug syndicates, the *Manila Times* reported yesterday.

Today quoted Police Director Ricardo Samonte as saying yesterday, *Manila Times* reported.

Mr Samonte said he said some were involved with Asian drug rings, including Hong Kong's 14K Triad. All members of the country's police force were ordered to undergo drug tests, to fight the rising number of police said to be using drugs.

# Gatt's successor to be given real clout

Frances Williams on the likely workings of the World Trade Organisation

The World Trade Organisation that succeeds the General Agreement on Tariffs and Trade next year will be a bigger beast but it most respects a similar animal to its predecessor.

If negotiations with the Swiss government go well, the WTO will be comfortably ensconced in Gatt's existing Egyptianian building by Lake Geneva.

The present staff will stay - though there will be some new faces. Transformation of Gatt from an interim, albeit long-standing, secretariat to a fully fledged international organisation represents a useful legal "tidy-up" of its anomalous position.

The WTO will continue to operate, as Gatt does, on the basis of consensus and mutual agreement between member governments. The differences, however, are crucial. The WTO will have stronger, clearer rules applying to virtually all areas of world trade, from agriculture to accountancy. Even more important, those rules will be enforced by a semi-judicial disputes procedure which will no longer allow countries to block findings against them.

All those wanting to join the WTO must accept the results of the Uruguay Round of trade liberalisation talks in their entirety. A general council of WTO members will have subsidiary bodies responsible for trade in goods, services and intellectual property.

But the organisation's top decision-

Mr Peter Sutherland, director-general of the General Agreement on Tariffs and Trade, has called a meeting of trade envoys to discuss a dispute between the US and developing countries over trade and labour conditions, a spokesman said yesterday, report Reuter in Geneva and David Goodhart, Labour Editor, in London.

The spokesman said Mr Sutherland was in intense consultations on the problem, that has overshadowed a gathering of ministers from 121 countries in Marrakesh next week to sign new Gatt world trade accords.

taking forum will be a two-yearly ministerial meeting - an attempt to give the organisation more political clout in capitals and a higher profile internationally.

Mr Peter Sutherland, Gatt director-general, has made no secret of his desire to reclaim for the WTO the role assigned to the stillborn International Trade Organisation in global economic policy-making.

The ITO, negotiated in 1948, was intended to operate as an equal alongside the International Monetary Fund and the World Bank when these institutions were set up after the war. After the US Congress refused to ratify the ITO, the Gatt remained as a contractual arrangement between governments, serviced by the secretariat to the ITO interim committee.

Not everyone shares Mr Sutherland's lofty ambitions for the WTO.

He said Mr Sutherland would report to the ambassadors to Gatt on his consultations "and see if there were a possibility of some kind of accommodation".

The US, backed by France, wants a ministerial declaration in Marrakesh to accept that a new World Trade Organisation, to replace the Gatt next year, would deal with the link between trade and workers' rights.

Developing countries fear this would open the door to new tariffs on their goods to compensate for the fact that they are produced with cheaper

labour, and have refused to consider any reference to the issue in the Marrakesh declaration.

The European Parliament might also refuse to ratify the Gatt deal early in May if the Marrakesh meeting later this month produces no commitment to examine the link between trade and workers' rights.

Mr Michael Hindley, leader of the majority socialist group on the European Parliament's external trade committee, said yesterday that the socialist group may refuse to ratify the treaty.

Every stage of the procedure is subject to strict time limits.

The US, which has loudly voiced its frustrations with the present system, has high hopes of the new one. "The new system... will work and it will work fast," Mr Mickey Kantor, US trade representative, told Congress in January. He noted approvingly that there will also be the possibility of cross-retaliation - the raising of tariffs, say, for a breach of the intellectual property rules.

However, the new system will also substantially diminish the scope for unilateral US action, a key objective of the EU and developing countries in the Uruguay Round talks. WTO members may appeal to a permanent appellate body but its verdict will be binding.

If offenders then fail to comply with panel recommendations, trading partners will have the right to compensation or, in the last resort, to impose (commensurate) trade sanctions.

will fall within its jurisdiction. Some trade officials have predicted a wave of test cases, especially in relation to the new accord on intellectual property rights - but Gatt is not expecting a big permanent increase in the present workload. About a dozen disputes are going through panel procedures.

Nevertheless, Gatt says it will need more lawyers, especially to service the appellate body, and there will have to be extra staff to cope with the WTO's work on services and intellectual property rights.

Though the final word on the WTO's expansion will rest with member governments, who will have to approve an increase in the present \$1.94m (£45m) annual budget, Gatt expects to add 40-50 professionals to the 180 it currently employs within its 400-strong staff.

Gatt officials point out that the WTO will remain tiny by the standards of other international organisations. The World Bank, with a budget of \$1.5bn, employs 3,700 professionals. The IMF has 1,300 professionals and a budget of \$1.77m. Even the Paris-based OECD, which has no executive functions, employs 1,100 professionals with a budget of \$1.83m.

"When you consider that the Uruguay Round agreement is going to generate up to \$270bn (£122bn) annually in extra world income in the goods area alone, the WTO represents a pretty good return on investment," says one top official, half-seriously.

Indian demonstrators burn an effigy of Arthur Dunkel, former director-general of Gatt

## Protests grow in India over Gatt accord

By Stefan Wagstyl  
in New Delhi

Hundreds of thousands of protesters staged a rally in New Delhi yesterday in the biggest demonstration so far of public opposition to the Uruguay Round agreement on world trade liberalisation.

The meeting, organised by the right-wing militant Hindu Bharatiya Janata party, followed another on Tuesday called by left-wing groups, which also attracted more than 100,000 people.

At both events, speakers condemned the Uruguay Round draft accord as an instrument of oppression foisted by rich countries on the developing world. They said the agreement would pave the way to new economic enslavement of India.

At yesterday's rally, Mr Arthur Dunkel, former director-general of Gatt, was burnt in effigy. The rallies highlight fears in India and other developing countries that

the US and other rich countries will use the new World Trade Organisation, which is being established to replace Gatt, to impose one-sided conditions for trade with third world nations.

The public protests have not persuaded the government of Mr Narasimha Rao, the prime minister, to change its mind about approving the Uruguay Round pact at the Gatt meeting in Marrakesh next week.

Like most other developing country leaders Mr Rao has accepted that the benefits of the agreement, in terms of greater access to world markets, outweigh disadvantages, such as opening India's markets to foreign companies faster than he would like.

But the recent US move to link trade pacts to social issues including minimum wage levels, pollution controls and human rights has angered India and other developing countries. The US action gave fresh impetus to the organisers of this week's Delhi rallies.

## Tokyo backs US drive on labour

Developing country members of Gatt would benefit from a US proposal to establish an organisation to discuss the issue of labour standards and trade, Japan's ambassador to Gatt said yesterday. Michio Nakamoto reports from Tokyo.

Mr Nobutoshi Akao said "developing countries should not be too worried" about the US proposal, since the proposal was merely to discuss the issue rather than make any decisions right away.

The US has threatened to upset the signing of the Uruguay Round agreement in Marrakesh next week by insisting its proposal to establish a committee to discuss labour standards under Gatt be included in the declaration.

The US proposal is strongly opposed by developing countries, which fear the issue of labour standards could be used against them as a protectionist measure by industrialised countries.

### Correction US-Soviet launch venture

An article published on March 18 ("US-Russian space venture in key deals") stated that Lockheed-Khrunichev-Energia International (LKEI), a US-Russian venture to launch satellites using Russian Proton rockets, had secured contracts to launch up to five satellites for Société Européenne des Satellites (SES), the operator of the pan-European Astra satellite system.

Although LKEI has reconfirmed it has an agreement to provide launch services for SES, a final decision on the launch provider for Astra 1F will, according to SES, not be made before the end of 1994. The US-Russian venture has pointed out that final agreements have yet to be reached on specific launches.

SES said that it has not signed a contract for the launch of five satellites on board Proton launch vehicles. However, SES is "considering launching the Astra 1F satellite on a Proton launch vehicle," said Mr Yves Felzer, a spokesman for SES, "and is proceeding with technical activities necessary to make such a launch feasible."

SES was incorrectly identified in our report as the operator of the Direct-TV satellite broadcast system, which is about to be introduced in the US by Hughes. We regret this error.

### Warning on China MFN row

By George Graham  
in Washington

The World Bank has warned the US and China that both countries could face consequences ranging "from the dramatic to the disastrous" if the US were to withdraw most favoured nation trade privileges from China.

In a study of trade reform in China the Washington-based development bank estimates that Chinese exports to the US could drop by between 4% and 36% per cent if the MFN privileges are not renewed - a loss of between \$70bn (£41.7bn) and \$16.2bn (£10.2bn).

The Clinton administration has demanded progress on a number of human rights issues before it will agree to renew MFN, which is due to expire on June 3.

An end to MFN privileges would mean that Chinese goods would be taxed at general tariff rates which are often five to ten times higher than MFN rates. The average tariff would rise from 13.4 per cent to 42 per cent.

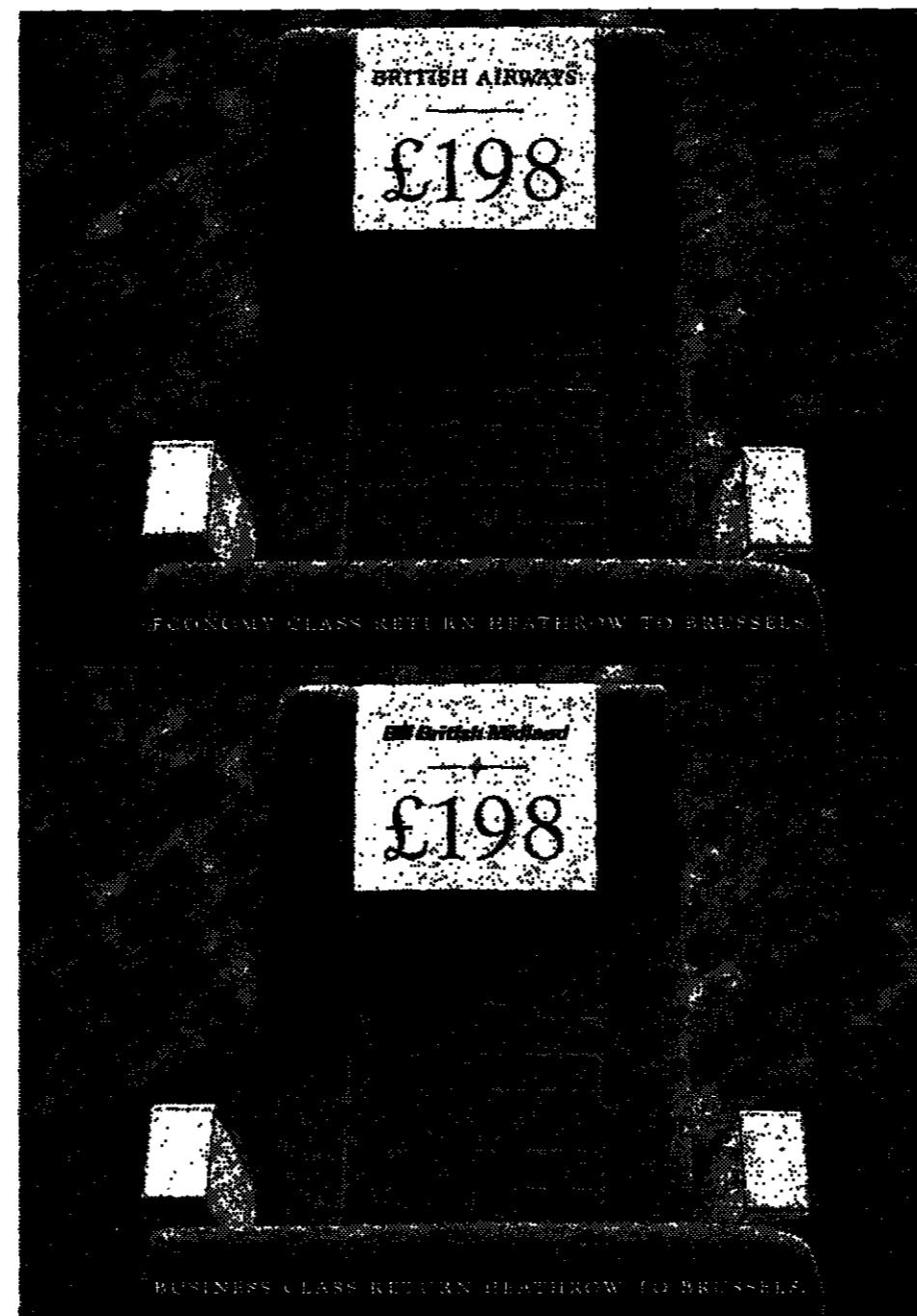
The precise effects will vary, depending on how much other countries are able to sell substitutes for goods now sold by China.

US consumers could also lose, the World Bank says.

They might end up paying as much as \$14bn a year more in higher prices.

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## Sinn Féin petitions Downing Street

By Michael Cassel

Downing Street was last night studying a letter from Mr Gerry Adams, president of Sinn Féin, calling for direct talks on Northern Ireland, but the government continued to insist there could be no dialogue without a permanent end to violence.

The letter urging Mr John Major, the prime minister, to end the stalemate by meeting Sinn Féin to clarify the Downing Street declaration was delivered to No 10 on the first day of the IRA's three-day ceasefire.

A Downing Street spokesman reacted cautiously, saying it might respond to Mr Adams's request for talks, which the Sinn Féin leader says would be aimed exclusively at clarification and not negotiation. "In the next day or two".

Earlier in the day, however, Downing Street had reiterated the government's position: "We are not negotiating with them, and we are not going to clarify the joint declaration. They know what needs to be done, a renunciation of violence".

Despite suspicions voiced by some unionist politicians that the two sides are already in touch, Mr Tom Hartley, Sinn Féin's national chairman, yesterday denied his party was in contact with the government. He said he was not aware that any part of the republican movement was currently in contact with London.

With an extension to the IRA



At the gates of Downing Street are Sinn Féin's Tom Hartley, national chairman, and Luciliza Breathnach, general secretary

ceasefire - due to end at midnight tomorrow - appearing highly unlikely in the absence of a positive government response, prospects for a breakthrough remain slim. Security forces in the provinces remain on full alert despite the temporary suspension of violence and there are fears that the end of the ceasefire will be accompanied by an upsurge in paramilitary activity by republican and loyalist extremists.

Mr Hartley, who was in London

to deliver Mr Adams' letter, urged Mr Major to give an "imaginative response" to what he described as an "unprecedented initiative" by the IRA which demonstrated republican readiness to be flexible in the search for peace.

He criticised the government's refusal to talk to Sinn Féin, given its readiness to do so from mid-1990 until late last year. "When we raised points for clarification then, we got them very easily. It does seem

odd the British are now saying 'no' at a time when there is a real possibility of political movement and a momentum being created".

Mr Hartley said the IRA had made three important initiatives in the course of the last year. In May 1993, it offered a two-week ceasefire, which was rejected by the British government.

Last September, said Mr Hartley, it supported the joint peace plan put forward by Mr Adams and by Mr John Hume, leader of the Social Democratic and Labour party. Now it had enacted the first ceasefire of its kind in 20 years.

Ms Luciliza Breathnach, Sinn Féin general secretary, said Dublin had provided satisfactory clarification of the Downing Street document but that ambiguities and uncertainties remained which London had to clear up. She declined to be more specific, saying it would be "unhelpful" at this stage.

## UK company law faces widespread reform

By John Mason, Law Courts Correspondent

Widespread reform of company law aimed at helping the growth of small business was signalled yesterday by Mr Neill Hamilton, the corporate affairs minister.

Simplification of the Companies Act 1985 and the creation of a new corporate organisation along the lines of an incorporated partnership are two ideas to be considered by a Law Commission review, he said.

The review, announced yesterday, follows on from a

Department of Trade and Industry working party set up to study possible reforms of company law.

The move, which is part of the government's deregulation policy, is seen by ministers as a means of further removing obstacles to the growth of small businesses into medium-sized companies better able to compete, particularly in the European single market, and to provide increased employment.

However, the DTI stressed yesterday that it should be seen as a necessary updating of current legislation rather than

dramatic root and branch reform.

The idea of an incorporated partnership would dispense with some existing concepts of company law such as the distinction between shareholders and directors while retaining other key features such as separate legal responsibility and limited liability.

The simplification of the Companies Act might allow companies to opt out of some of its provisions. However, the protection provided for creditors and others would not be lost.

However, it will be left to the

commission to identify specific areas that require attention. The commission will now embark on a consultation process to identify the main problems facing small businesses before making any firm proposals. The commission is expected to report to ministers by July this year.

The commission will also look at reform of the law on legally binding corporate documents such as contracts and loan agreements. The DTI considers there are still fundamental problems with the law regarding such documents such as conflicting and inconsistent statutory provisions. It is thought that a consultation paper will be issued by the commission on this subject in 1995.

The announcements were welcomed by the Federation of Small Businesses. A spokesman said: "A move towards incorporated partnerships would be particularly important. It would help bridge the gap between partnerships and companies which is currently in serious weakness in Britain's industrial structure. At the moment, this gap means we are losing out in our trade with the rest of Europe."

## Britain in brief



### Berlin soccer match off over security

England's friendly international football match with Germany, scheduled for April 20 in Berlin, is off, the UK Football Association announced. The news comes against a background of fears that the exhibition game at the Olympic Stadium would prompt violence by neo-Nazi extremists and their leftwing opponents.

German soccer officials had pressed for the game to go ahead, saying it would be a mistake to give in to threats of racism and demonstrations by political radicals.

The game was originally scheduled for Hamburg but was moved to Berlin after Hamburg officials said they could not guarantee security. Authorities feared the game could be a flashpoint for hooligans and extremists from Germany, England, the Netherlands and other countries.

The Olympic stadium was built by Hitler as a showcase for the 1936 Berlin Olympics. English officials appeared reluctant to become involved in any incidents which could tarnish their image and reputation before England hosts the next European championships in 1996.

England first played in Berlin's Olympic Stadium in 1938, when, controversially, the players were ordered to give the Nazi salute.

### Names face more losses

More than 4,000 Lloyd's Names who are members of seven lossmaking Gooda Walker syndicates will learn this week that they face additional losses of about £65m.

Gooda Names must pay the extra money to meet claims paid or notified last year. These stem mainly from two sources: the Lockerbie aircraft in 1988 and possible future

court awards to Names who are suing their agents for negligence.

In a letter to Names GW Off, the agency now managing the Gooda syndicates, said: "certain results are materially worse than the estimates referred to in our preliminary report to Names issued in January 1994."

Total losses of the seven syndicates now amount to £988.4m and are expected to amount eventually to more than £1.15bn. GW Off said that claims paid during 1993 on business underwritten in previous years had exceeded earlier forecasts by £83.22m.

Overall Lloyd's Names - the individuals whose assets support the insurance market - have suffered losses of more than £7bn since 1988.

### Bangers and dash...

Workers at a Scottish crisp factory found a live first world war French army hand grenade in a shipment of potatoes - for the second time in 10 days. The grenade, dating back like its predecessor to the Battle of the Somme, was spotted before it entered the manufacturing process. It was then blown up by army bomb disposal experts.

The first grenade, of the French army "modelli" type, turned up on Saturday March 26 in a 20-tonne consignment of French potatoes which arrived at the Bathgate, Lothian, plant of Highland Snacks. The second - this time a PI "Spoon" model which the French army started using in 1915 - arrived on Tuesday.

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Buoyant figures for money supply growth published yesterday may indicate that retail sales were healthy in March. M0, the narrowest measure of the money supply, grew by a seasonally adjusted 5.8 per cent in the year to March, compared to an annual rate of 5.5 per cent in February.

Notes and coins, the core component of M0, rose by a seasonally adjusted 0.9 per cent between February and March, and by 6.1 per cent over the 12 month period, according to the Bank of England. The annual growth in M0 has remained

consistently above the government's target range of 0.4 per cent, although the authorities have pointed to low interest rates, which reduce the effective cost of holding cash, as a contributory factor.

M0 growth has traditionally been assumed to be correlated with retail sales. However, analysts warned that special factors may have applied in March. According to Mr Peter Warburton, chief economist at Robert Fleming Securities "the fact that Easter fell right at the start of April means consumers will have built up cash at the end of March."

### Reserves rise \$89m

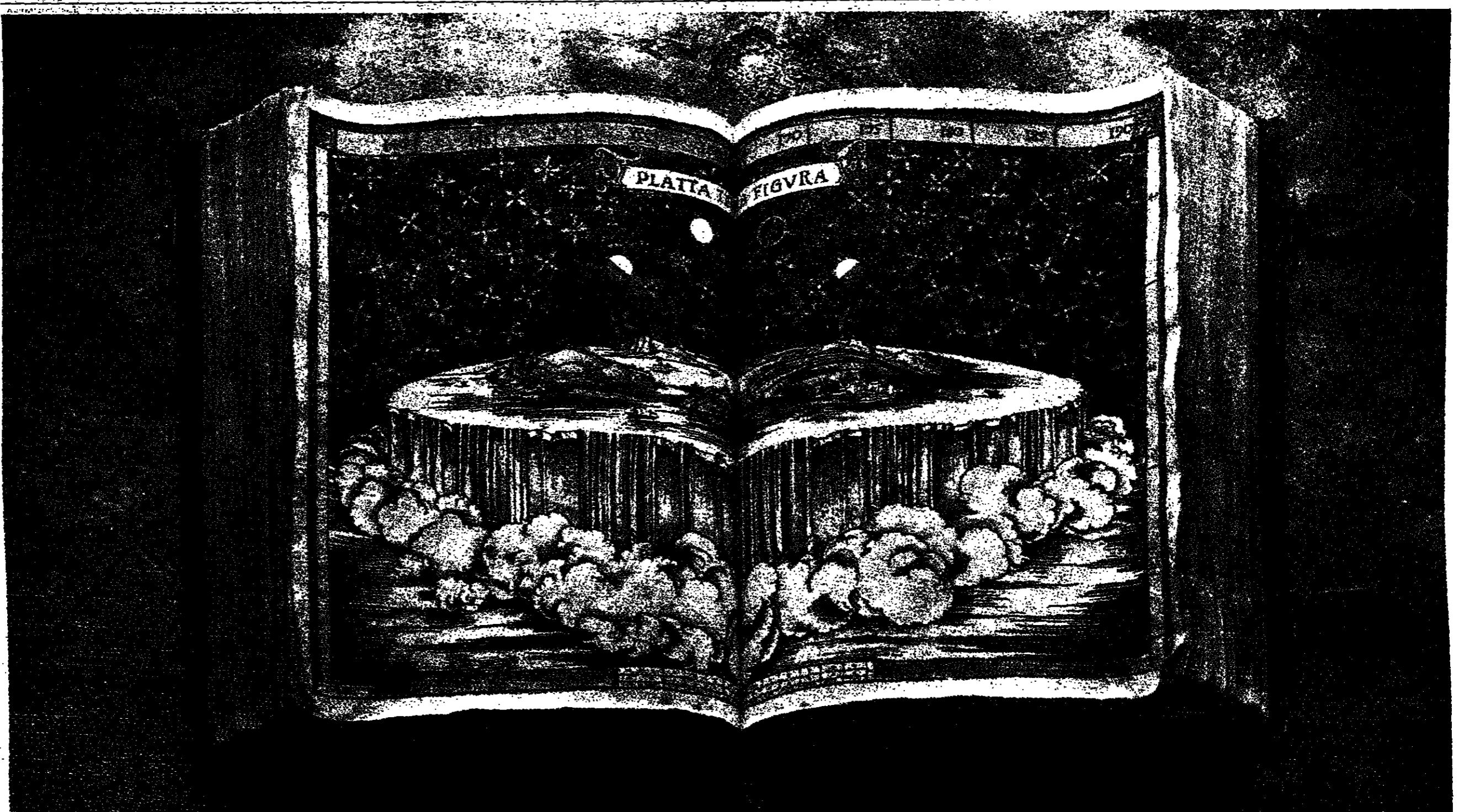
The UK's gold and foreign currency reserves rose by \$89m last month, taking reserves at the end of March to \$43.5bn compared with \$43.4bn at the end of February. The underlying change in reserves - which excludes various factors such as proceeds from this month's tender of UK ect Treasury bills - was a drop of \$45m. BT privatisation receipts - also excluded in the underlying change - amounted to \$142m.

### Steel role in SA elections

Sir David Steel, Liberal Democrat spokesman on foreign affairs, is to play a leading role in monitoring South Africa's democratic elections. As president-elect of Liberal International, he has been appointed co-chairman of the European international monitoring team, and will head the observers in Natal province.

### House loans sharply up

The number of mortgage loan approvals - regarded as an important forward-looking indicator - rose sharply in February compared with January, in a further sign of housing market recovery. Monthly figures released by the Bank of England show that on a seasonally adjusted basis, there were 88,000 loans approved in February, against 74,000 the previous month. The total value of those loans amounted to £4.65bn, compared with £4.33bn in January.



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## Ticketless face Tube spot fines

By Jimmy Burns

Travellers who rage over the perceived inadequacy of London's underground railway system are this week having to come to terms with an additional experience: a £10 penalty fare if they travel without a valid ticket.

London Underground launched the scheme on Sunday with the aim of stemming fare evasion that is estimated to cost around £30m per year. They say 1,000 people paid the penalty in the first three days of the scheme - 500 on the first full working day in the capital on Tuesday.

Over the past 18 months, LU has spent £2m explaining the benefits of the scheme and in giving training to 300 inspectors who will operate it.

Mr Donal McCabe, a spokesman for LU, said: "By spending £2m on the scheme, we expect to get back £6m which we would otherwise lose, and we can spend this money on helping improve the Underground."

The £6m, Mr McCabe pointed out, is expected to come largely from people paying fares at the outset rather than risking penalty payments.

LU says that the penalty scheme offers a short-term revenue booster while it is unable to finance electronic barriers more widely.

The inspectors have been drawn largely from existing staff and trained in "body language". LU says this is "the skill of avoiding confrontational situations" as well as knowing when "to use discretion in implementing the penalty".

## New telecoms licences could cut call costs

By Andrew Adonis

The government gave a further boost to competition in the UK telecommunications market yesterday, awarding six new licences to operators likely to invest £100m in the next few years.

The licences will lead to new telecoms networks in London and Manchester - run respectively by Videotron, the cable operator, and Norweb, the electricity distributor based in the north-west.

The other four companies granted licences are Sprint and Worldcom, both significant US operators; Telstra, the Australian national operator; and Telia, the Swedish national operator.

They propose to provide a range of resale services, including international resale, which could cut the cost of international calls sharply as reciprocal agreements are signed allowing "international simple resale" - the carriage of leased-line traffic across the public networks in the UK and the destination country.

Norweb already offers a point-to-point telecoms service to large users in its region. It plans to expand its network, focusing particularly on the Manchester business market in association with Energis, the long-distance telecoms operator owned jointly by the twelve regional electricity companies in England and Wales which is about to launch a long-distance network erected on the National Grid's pylons.

ister, said the price of international phone calls was "too high" and the granting of licences to additional international operators was "a valuable addition to competition in this market."

Videotron, a cable operator building combined telephone and television networks in several parts of London, has been granted a telephone licence for the key London borough of Westminster and the financial heart of the capital - the City of London.

It plans to start building a City telecoms network - the third new City network under construction - immediately, with work starting in the Westminster area later this year. British Telecommunications holds the cable television licence for the area, its only TV franchise in the country.

The granting of a licence to Norweb, the Manchester-based electricity distributor for the north-west of England, increases the scale of the privatised electricity companies in the telecoms industry.

Norweb already offers a point-to-point telecoms service to large users in its region. It plans to expand its network, focusing particularly on the Manchester business market in association with Energis, the long-distance telecoms operator owned jointly by the twelve regional electricity companies in England and Wales which is about to launch a long-distance network erected on the National Grid's pylons.

## Party tries to distance Major from poll result

By Roland Rudd

Sir Norman Fowler, the chairman of Britain's ruling Conservative party, yesterday sought to distance the prime minister from the outcome of the forthcoming local elections, making it clear that Mr John Major would stay in office regardless of the result.

With rank-and-file MPs speculating that only an unexpectedly good performance could stave off a leadership challenge, Sir Norman flatly denied that the local elections on May 5 were a referendum on the prime minister's leadership.

Sir Norman said that while

Mr Major would play a leading role in the campaign for the local government elections, the referendum on the prime minister had already taken place at the general election in 1992.

Asked whether the prime minister's leading role in the campaign was not a high risk strategy given poll evidence, Mr John Gummer, environment secretary, replied: "One of the joys of John Major is that once he gets out among people, people recognise in him the kind of greatness and leadership which he gives us."

The prime minister's office at Downing Street said the results of the local elections would have no bearing on the

future of the prime minister who was said to be determined to remain in office and win the next general election.

Sir Norman was forced on to the defensive over questions that the Conservative party was demoralised. As well as facing the local government elections, the party will have to defend parliamentary and European seats later this year.

"We are being told that we are going to do badly. We were told we were going to do badly in 1992 at the general election. We were written off."

"I am entirely content that people should take a sceptical view of our chances. We are going to fight these elections

very hard indeed, as hard as we can. I very much hope, and we will have gains."

But Sir Norman resolutely refused to predict where he expected the Tories to make gains on May 5.

"I am not going to be drawn into where we are going to make exact wins," he told a Westminster news conference launching the Tory's local government election campaign.

"We are being told that we are going to do badly. We were told we were going to do badly in 1992 at the general election. We were written off."

Sir Norman said the party would fight the local elections as a choice between "high quality services at a value for money cost from Conservatives or expensive Lib-Laberry".

Mr Jack Straw, the opposition Labour party's environ-

Ford tried to extract maximum advantage from the X100, reports Kevin Done

## What it cost to keep Jaguar in Britain

The UK government's decision to give Jaguar £9.4m grant aid to persuade it to keep assembly of its new sports car in the UK could be dwarfed by the scale of the support that would be needed to ensure the company's next new range is manufactured in Britain.

Jaguar, the British luxury carmaker, acquired an array of new options for production locations after its £1.5m takeover by Ford of the US late in 1992. Ford - which has made little secret of its pique at the UK government's strong support and encouragement for the rival Japanese carmakers Nissan, Toyota and Honda in the UK - is clearly determined to extract maximum advantage from any "mobile" investment projects.

Outside the company it had always been taken for granted that the new luxury sports car range - to replace the XJS coupe and convertible - would be produced at Jaguar's plants at Castle Bromwich, Birmingham (body welding and paint), and Browns Lane, Coventry (trim and final assembly).

But Ford made clear to the Department of Trade and Industry that the car - codenamed X200 - is for the development of a new car range for Jaguar, below the XJ6 luxury saloon, which would compete with rivals such as the BMW 5-Series.

This time £9.4m was enough to keep the X100 project in the UK. It is likely that much more will be needed when the bidding starts to attract the project for Jaguar's planned smaller sports saloon.

The project - codenamed X200 - is for the development of a new car range for Jaguar, below the XJ6 luxury saloon, which would compete with rivals such as the BMW 5-Series.

This car, planned for production towards the end of the decade, could radically increase Jaguar's production volumes, but it is far from clear that it would be built in the UK.

No final decision has yet been made, but it is expected that the new car would be a derivative from a new range of rear-wheel drive cars planned by Ford for production in North America.

The Jaguar version could be assembled in the UK, but it may need a large amount of state aid to convince such a

choice. Ford has faced a difficult ride with Jaguar in its early years of ownership. It has been in loss for the past five years and is not expected to return to profit until 1995.

Its fortunes are improving after radical restructuring and help from rising demand in the US and the UK, its two main markets.

Those fortunes should be further boosted by the launch later this year of the substantially revamped version of its XJ6 luxury saloon, the X300.

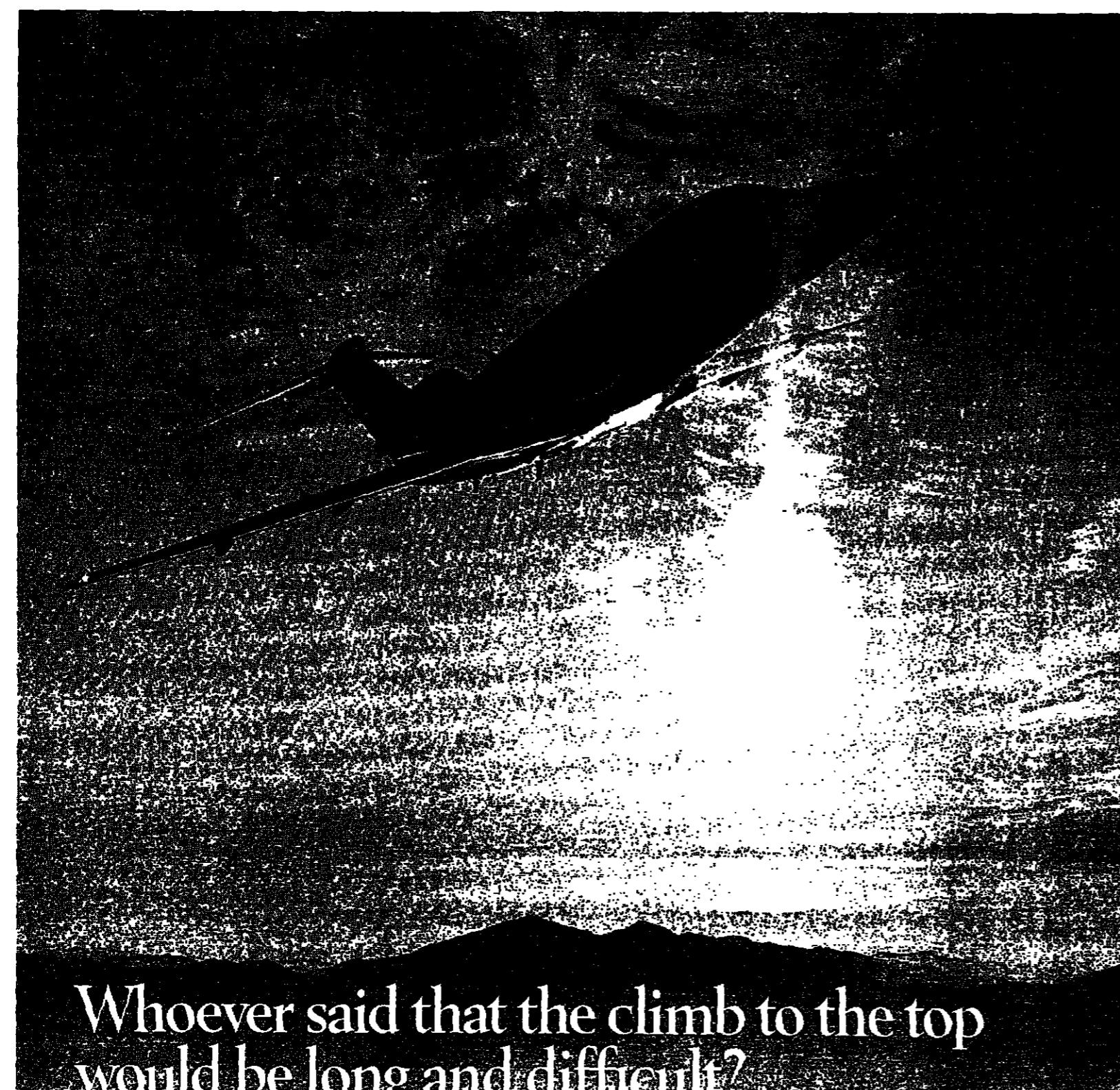
Jaguar cut its operating loss last year to \$37m from a loss of \$422m in 1992 and one of \$354m in 1991. Last year it increased its retail sales by 22 per cent to 27,000 - including a 47 per cent jump in sales in the US to 13,000. Output increased by 43 per cent last year to around 35,500 from 25,500 in

1992, its lowest level of production for 11 years.

Following the cut of around 45 per cent in its UK workforce in the two years 1991 and 1992, its fortunes have improved substantially. Last year its UK workforce was virtually unchanged at around 5,450.

In contrast to much of the European car industry it avoided short-time working during 1992 and production is forecast to rise further this year.

Jaguar expects output to rise by more than 10 per cent in 1994 to 32,000-33,000. Production of the new XJ6 range will begin in the summer - with the body panels sourced from Ford's plant at Halewood - and Jaguar is hoping that output could be running at a rate of around 36,000-37,000 cars a year by the end of the year.



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## TECHNOLOGY

## Spider's route through jungle

James Buxton looks at a device to cut the cost of telecommunications

As companies send larger amounts of data between countries, the task of finding the cheapest route becomes more tricky. This month sees the launch of a system that aims to cut corporate telecommunications bills by up to 40 per cent.

Developed by Spider Systems of the UK, it will enable businesses transmitting data electronically to pick their way through Europe's jungle of telecommunications systems and always choose the cheapest method for their needs.

Edinburgh-based Spider Systems, a computer networking company whose main competitors are North American rather than European, claims that the Spider-Integrator is the first product of its kind in the world.

The device is an advanced kind of router, a box loaded with circuit boards and software which companies connect to their local area networks of computers and workstations. A router selects the route for communication between two LANs in different places. The Spider-Integrator offers the extra ability to select the cheapest route.

Most companies will need to use all the available methods - comprising leased lines, ISDN (integrated services digital network), packet switching systems and external modems - and grapple with changing structures. These differ across Europe and mean that, for example, leased lines are much more popular in the UK than in continental Europe. In Germany, ISDN is the commonest method while in France packet switching, hitherto popular, is being overtaken by ISDN.

According to Steve Collier, Spider's product line manager, some 85 per cent of the cost of a data communication network over its lifetime is accounted for by charges paid for using it, with the cost of the hardware accounting for only 15 per cent. "Tariff management is about cutting down on the 85 per cent," he says.

To do so, Spider-Integrator offers three features. First, it can be configured to select different types of circuit for particular

times of the day, to take advantage of different charges and the user's needs.

Second, Spider-Integrator can respond to demand for transmission capacity or bandwidth by automatically opening up additional circuits and shutting them down when they are no longer needed. This facility might be needed to augment leased line capacity at peak times.

Third, it incorporates a feature called triggered RIP (router information protocol). Normally, routers exchange information about the state of the network every 30 seconds or every minute. But these calls are costly. Spider-Integrator incorporates a protocol (a set of rules in software) by which the routers only exchange information when the information about the network changes, thus saving running costs.

Spider is offering this protocol, which it says is unique, as an international standard to encourage other manufacturers to incorporate it in their products. "Interoperability is in our interests," says Martin Ritchie, Spider's managing director.

Another feature of the Spider-Integrator is that if it knows that at particular times of day it is cheaper to make a call from one country to another rather than vice versa, it can call another router automatically and ask it to call back.

A network manager will operate the Spider-Integrator by plugging his personal computer into it and making selections from a menu. But it will be up to him to keep abreast of changes in tariffs and services and update the settings.

Collier says the Spider-Integrator is flexible enough to accommodate the many changes likely in European telecommunications over the next few years.

Spider has spent £2m developing the Spider-Integrator and expects sales of about £2m next year, believing it will appeal both to individual teleworkers and multinationals. The machines will come in two models priced at between £22,000 and £3,000 to distributors.

More and more biotechnology companies are crossing the perilous line from pure research and development to manufacturing, a move which could lead to the graveyard for some.

Those with strong roots in science and academia often have little or no experience in production. Even the most astute companies have trouble assessing if, when and how much they should be investing in manufacturing facilities.

Chiron, the US biotechnology company which last year received approval for Betaseron, the multiple sclerosis drug developed jointly with Schering of Germany, failed to build sufficient manufacturing facilities to accommodate demand for the drug, and has faced repeated shortages. At the other extreme, both Synergen and Centocor invested in manufacturing for drugs which were later rejected by the US Food and Drug Administration.

"It's a fine balancing act you have to pull off," says Amy Factor, vice president of Immunomedics, which has started expanding its research laboratory into a manufacturing plant for a still-to-be-approved cancer imaging product. "You have to walk the tightrope created by the uncertainty of not knowing whether your drug will get approval, what the demand will be if it is, and what your other options are."

Making life more difficult for US biotechnology groups are FDA regulations specifying that the drugs must be manufactured in the same way they were prepared for clinical trials. If the process veers from the original course, approval for the product may be revoked. As a result of this restriction, firms often sink millions of dollars of what they call "risk money" into manufacturing facilities they may never need.

Sometimes the gamble pays off. Amgen, for instance, invested millions of dollars on a plant for Epo- gen, a red blood cell stimulant, prior to its clearance by the FDA. "We'd started investing in the facility even before we had obtained any data from human trials," says Dennis Fenton, senior vice-president in charge of sales. "We were encouraged enough by the early trials to be optimistic."

Adding to the dilemma is the fact that most manufacturing plants can only accommodate specific types of products. Constructing a facility for bacteria-based products, for example, will not help much if a company later discovers a drug based on mammalian cells.

Some companies are seeking to gain flexibility through facilities that can handle more than one type of drug. The California-based giant Amgen is putting millions of dollars into an FDA-approved multi-purpose facility. "The FDA doesn't really like multi-purpose facilities,"



Status symbol: the appeal of building a new production facility can be overwhelming

## No cure for risk

Setting up a manufacturing plant is a particular gamble for drugs companies, says Victoria Griffith

says Fenton, "but we showed them we had trained staff and sophisticated equipment so that the chance of any mix-up between the drugs was small."

Other companies are looking to resolve their manufacturing trouble by contracting out their production. This eliminates the need to invest money up front, but raises a number of other risks.

"There is a concern about proprietary rights," says Ken Bate, head of sales for Biogen, which uses an unnamed group to put out Hirulog, an anti-coagulant. "If the process is enhanced, who does that part of the patent belong to, the biotech firm or the manufacturer?" Biogen turned to an outside manufacturer because Hirulog was a bigger molecule than it usually dealt with, and, therefore, it had no way to get its product to market.

Despite these concerns, the lure of a contract manufacturer is strong. The British company Celltech says it has been doing such good business on its contract production side that it will soon open a

could not be produced in the same facility as its other drugs.

There are other pitfalls involved in contracting out. For one thing, many companies are wary of handing so much information over to potential competitors. The relationship also has to be established early, prior to FDA approval, to ensure that clearance for the drug is not endangered. Another risk is that the manufacturing partner may later decide to stop putting out the drug, leaving the patent holder with no way to get its product to market.

Despite these concerns, the lure of a contract manufacturer is strong. The British company Celltech says it has been doing such good business on its contract production side that it will soon open a

new US manufacturing facility in New Hampshire.

"We've stayed in this business by following some strict rules," says Ian Ross, president of Celltech Biologics. "First, there is no question of a breach of confidentiality with us. We have strict Chinese walls and the research side of our company, which is in competition with our manufacturing customers, does not receive any information on drugs we are making for other groups."

Commitments to manufacture products for outside firms are also taken seriously. "If our research and development side wants us to make a drug for them, they have to abide by the same rules as other groups," says David Jackson, vice-president of US operations for Celltech. "That means they have to reserve capacity ahead of time. If there's no capacity available, they go on the waiting list."

There may be other ways, too, of minimising the risks of contracting out production. "We've made sure our partner has an interest in the drug doing well, and we trust that they will do a good job," explains Bate.

For many groups, however, the appeal of building their own facilities is overwhelming. A shiny new manufacturing plant is often seen as a status symbol in the industry, a sign of the company's coming of age. Moreover, a manufacturing plant gives groups full control of quality products.

"Not many companies moving from research into manufacturing have the necessary management skills 'on hand,'" says William Young, senior vice-president at Genentech, which has invested heavily in manufacturing facilities. "And to hire people with experience can be prohibitively expensive for the smaller firms."

Yet Young concedes that many companies may have no choice. The number of companies capable of producing drugs for others is limited. "Those of us with the facilities, like Genentech, are usually busy making our own products," he explains.

Start-up biotechnology firms, facing cash constraints, limited abilities to recruit the best people and uncertainty over drug approval, are particularly vulnerable. Indeed, the move to manufacturing may be one of the most difficult problems the industry faces. "The move to manufacturing is a tremendous challenge that most biotechnology companies haven't even begun to address," says Factor. "For many, this is a make or break decision."

## Curb on Czech software copycats

International software producers are starting to take action against copycats in eastern Europe. In the first concerted effort to enforce software copyright legislation in east European courts, the Czech branch of the Business Software Alliance, an international association of software companies, is acting against two local companies.

Robert Holleyman, president of the US-based RSA, said in Prague that police from the city's criminal investigation department had raided the offices of Dialog Agro - a computer company with Czech, US and Russian capital - on March 17, seizing "suspected pirate copies" of packages from Microsoft, Lotus, Symantec and two local developers, PI Soft and Software602, all installed for the firm's own internal use.

Holleyman also said a Czech computer distributor, VI Data - suspected of reselling pirated programs - was raided by police in January and that civil and criminal actions had been initiated. Under the terms of the Czech Republic's criminal code, anyone found pirating software faces a maximum penalty of five years imprisonment or a KcsM (245,000) fine.

The RSA estimates that 86 per cent of computer programs in use in the country are copied illegally, a proportion similar to that of Spain and Italy but lower than in most other east European states, while the legal market employed 15,000 locals and produced revenues of KcsM last year.

Lori Forte, RSA's European affairs director, said that, if anything, Poland rather than the Czech Republic had been the "black sheep" in the region with pirated software packages sold openly on market stalls in Warsaw.

A comprehensive copyright law stipulating maximum five-year jail terms for offenders was ratified by the Sejm (Czech parliament) on February 4.

Tom Pullar-Strecker

## PEOPLE

## Mining team digs in at Hambros

The complete 15-strong mining team at Indosuez Capital Securities (UK) has moved to Hambros Bank where a new subsidiary, Hambros Equities UK, has been set up to house them.

Among those who have moved is Chris Orchard (far right), now managing director of Hambros Equities UK. Roger Franklin (centre), executive director, dealing, and Graham Roberts (near right) executive director, research.

This trio, and many of the other team members, have been together for eight years during which time the organisation they worked for had several name changes. They started out with stockbroker



## Grosso leaves Cookson

Roberto Grosso is stepping down as an executive director of Cookson Group, the specialist industrial materials group, and chief executive of the ceramics division.

Cookson said in a statement that Grosso "has decided to leave the group in order to pursue other interests" and will do so after the annual meeting next month.

Last month Cookson and Johnson Matthey, the precious metals group, announced that they were planning to link some of their ceramic interests in a joint venture to be known as Cookson Matthey Ceramics. Cookson's ceramic supplies and minerals division, part of its ceramics operations, will be folded into the joint venture.

Meanwhile, Stephen Howard, currently chief executive in charge of Cookson's group corporate development and chief executive of the engineered products division, will also become president and chief executive of Cookson's Brussels-based Vesuvius advanced refractories group. Gian-Carlo Comani, currently vice-president of its ceramics operations, will become vice-chairman of B&M Asia.

Mick McDonough, formerly vice-president sales in the US, has been appointed md of REMY & Associates (UK).

Joe Bislard and Richard Vassal have been appointed to the board of Abbott's Packaging, part of MACFARLANE GROUP (CLANSMAN).

David Holloway, formerly finance director of Harrison Industries, has been appointed European finance director of Trenco, part of B.F. GOODRICH.

■ Andrew Glasgow, chairman of North West Water International, at TUNSTALL GROUP.

■ Peter Hill, head of GUINNESS MAHON's treasury division, as chairman at Guinness Mahon, Guernsey.

■ Robert King, retiring chief executive of Bspak, at HALE HAMILTON (Valves) and Hale Hamilton Holdings.

■ Philip Cushing, a director of Inchape, at BUNZL.

■ Howard Parke, who has just resigned from Sears, at SIS, where, until Sears sold its stake, he was Sears' representative, and at GREAT PORTLAND ESTATES.

■ John Pattison, a former director of Hanson, at BLENHEIM GROUP.

■ Edward Sabinsky, formerly senior treasurer at General Motors in the US, has been appointed director, finance and administration, and Jim Raymond, formerly director of warehouse operations at General Motors of Canada, has been appointed director, atheros, at VAUXHALL MOTORS.

■ Andrew Osmund, md European sales at GE Lighting Europe, has been appointed ceo of The MELVILLE GROUP.

■ David Burns, formerly head of legal services, has been appointed group company secretary at AIXTOURS.

■ Fred Watt has been appointed finance director of WASSALL; he succeeds David Roper who, with David Turner, have been made deputy chief executives.

■ Alison Canning, formerly md of Cohn and Wolf UK, has been appointed md and chief executive of BURSON-MARSTELLER UK; she succeeds Martin Langford who becomes vice-chairman of B&M Asia.

■ Mick McDonough, formerly vice-president sales in the US, has been appointed md of REMY & Associates (UK).

■ Joe Bislard and Richard Vassal have been appointed to the board of Abbott's Packaging, part of MACFARLANE GROUP (CLANSMAN).

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## MANAGEMENT: MARKETING AND ADVERTISING

## Max on the move

Pepsi-Cola International is to market its new diet cola drink, Pepsi Max, in more than 20 countries by the end of the year, following successful trials in selected markets.

The company forecasts that the new drink will achieve retail sales of \$250m (£171m) in 1994. Trials in the UK, the Netherlands, Ireland and Australia resulted in the brand gaining an average 3 per cent share of each country's cola market within five months.

The drink is aimed particularly at the young male market - a group which has been traditionally resistant to such diet products. While Pepsi Max is sugar-free, it does not advertise itself as a diet drink but emphasises a sporting image and "maximum" taste.

The drink contains a new blend of sweeteners intended to overcome consumer objections to the after-taste associated with diet drinks, and perceptions that the flavour of low-calorie drinks are "weaker" than regular versions.

Coca-Cola outsells Pepsi worldwide by about three to one, and the gap is wider when it comes to diet versions of the cola drinks. Pepsi said the new drink had "added significant net volume and share to the company's business" and that tests in the UK suggested the product was attracting previously loyal Coke drinkers.

There are no immediate plans for the drink to go on sale in the US - one of the sweeteners used in the product, acesulfame-K, has yet to be approved there. In addition, Pepsi says it does not want to eat into its US sales of Diet Pepsi. While diet drinks make up more than a quarter of all soft drink sales in the US, the figure is only about 4 per cent elsewhere.

Pepsi plans to launch the drink in 10 new markets by the end of next month, including Spain, Sweden, Japan and Thailand.

Diane Summers

With the opening game of the 1994 World Cup football finals less than three months away, the tournament's main corporate sponsors are spending millions of dollars trying to make the most of their association with it.

Yet involvement is something of a double-edged sword for the biggest US companies sponsoring the month-long sporting spectacle: car maker General Motors; Mars, the confectionery group; fast food chain McDonald's; Gillette, the consumer products group, and the soft drinks group Coca-Cola.

Sponsors can gain valuable international exposure by marketing their products in countries where people are passionately interested in football, and where the World Cup is widely regarded as the biggest event on the sporting calendar.

In the US, however, being a main sponsor of the tournament is considerably less rewarding. Football, or "soccer" as the Americans call it, is very much a minority sport and the World Cup holds little significance for most of the country. A survey conducted at the end of last year by a London research company found that only 35 per cent of Americans even knew that the World Cup was being held in the US this summer. That compares with 99 per cent awareness in Brazil and 83 per cent in Germany.

With an apparently unresponsive domestic audience, it makes sense for US sponsors to focus most of their advertising and marketing dollars on foreign markets. Having spent a reported \$20m (£13.6m) on sponsorship rights, they are determined to get their money's worth.

Coca-Cola, a World Cup sponsor since 1978, has developed a variety of marketing events and products for consumers overseas. Gary Hite, the company's vice-president in charge of international sports marketing, says: "The fact of the event is not a core reason why we're involved... We bought into it because it is such a magnificent global event. We'd be involved in it if it wasn't being held in the US."

Gillette, the US company with the longest history of backing the World Cup, also believes the greatest value of the company's sponsorship is in football's worldwide popularity. "No other sporting event can match the World Cup in terms of marketing power," said Alfred Zeien, Gillette's chairman, at December's World Cup draw in Las Vegas.

Among Gillette's marketing initiatives, the emphasis is on gaining exposure for its products in overseas markets. "Soccer is the universal language. If you set out to match a global brand with a global sport, there is no better choice," says Gillette.



Eye on the ball: US sponsors are focusing their advertising efforts on foreign markets since interest at home has yet to take off

## Sponsors target global goals

Patrick Harverson on how US companies are making the most of their association with the 1994 World Cup

Other US sponsors view the World Cup from the same perspective. Mava Heffler, vice-president of promotions at the credit card company Mastercard, which expects to have spent at least \$75m on sponsorship and advertising by the time the tournament is over, says: "We have targeted the World Cup as a platform to help us build brand awareness internationally."

All of the main sponsors are employing similar tactics to exploit their relationship with the World Cup. Commemorative products (special Coke cans, a limited edition Gillette Sensor razor), as do competitions offering cash prizes or trips to World Cup games.

Television, however, is at the heart of most marketing initiatives: by the end of the World Cup, a cumulative audience of between 25bn and 30bn is expected to have watched the tournament. McDonald's has chosen to broadcast its first global television commercial for the World Cup, a single 30-second spot which will air on six continents, starting next week. Mastercard is also running a global television commercial, featuring the Brazilian footballer Pele.

Other companies will be sponsoring special programmes or television series for broadcast around the world. Gillette is backing a 13-part series on the World Cup that will be seen in more than 50 countries.

Coca-Cola is launching a "Coca-Cola World Cup '94 Radio Network", which will broadcast reports and features on the tournament to foreign countries.

Sponsors are keen to utilise the large advertising boards - rarely seen in US sports - which surround the football pitch. GM plans to match them to television viewers in each country. Thus, when a team from Europe or South East Asia is playing, it will use the boards to display the logo of Opel, the company's chief brand in those two regions.

Similarly, the name of Chevrolet, the brand which GM sells in Latin America, will be on display for games involving countries such as Brazil and Mexico. Jim Latham, GM's project manager for World Cup '94, says this "tele-targeting" - aiming different boards at different audiences - is many times more effective in reaching viewers in Europe than in the US. "Advertis-

ing on soccer pitches is very well-known and means something in non-US markets," he says.

While aiming to make a big impression overseas with their World Cup marketing, US sponsors have not taken their eye off the ball at home, even if many Americans are more likely to be watching base ball during June and July.

In the US, sponsors are focusing their marketing in niche markets, such as the nine cities hosting the games, and among immigrant communities where football's popularity is strong. The Spanish-speaking market is attracting the most attention - Coca-Cola and McDonald's, for example, have organised "La Copa Coca Cola", a regional amateur football tournament.

The sponsors are also hoping that Americans will pay attention to the World Cup once they realise how important it is to the rest of the world. Hite says: "Americans love big events. Once people realise what a huge event it is, they're going to say: 'I want to be a part of that'."

Ultimately, the extent of interest in the US will depend greatly on how well the US national team does in the tournament.

Budget rises are likely despite last year's fall, says Diane Summers

## Forecasts lift spending gloom

Advertising expenditure in

European Union countries

fell by about 1 per cent in

real terms in 1993 - the first time

a fall has been recorded in recent

years, according to provisional

figures from the UK's Advertising

Association and the European

Advertising Tripartite.

However, the outlook for 1994,

within the EU and for a number

of other countries monitored by

the organisations, looks

promising, with a return to real,

although modest, growth of about

1 per cent for this year.

Finland, Spain and Sweden's

markets suffered most last year

as economic difficulties had a direct

impact on advertising budgets

and cutbacks in spending of more

than 4 per cent were recorded.

Germany, Denmark, France,

Belgium and Japan's advertising

spent also fell.

Modest increases in overall

spending were seen in the US,

UK, Ireland, Italy, the

Netherlands, Norway and

Switzerland, whilst exceptional

growth was recorded in Greece

(12.6 per cent) and Portugal (8

per cent). According to the

Advertising Association and the

European Advertising Tripartite,

"the growth of advertising

expenditure in these countries

is strong, despite the recession, because of an increase

in the availability of media

vehicles, greater media

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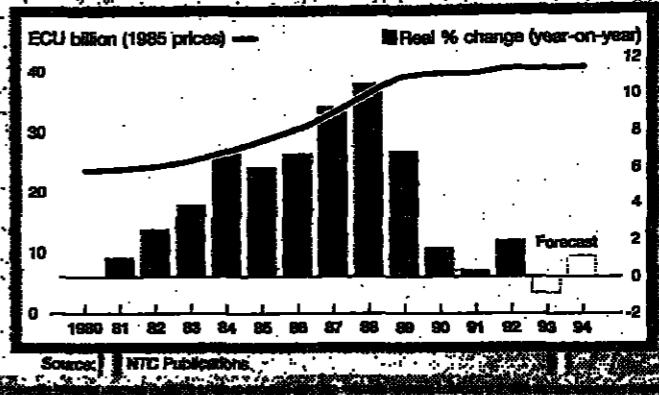
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### Advertising expenditure in the EU



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Much of this information is simply unavailable elsewhere and will be of real practical everyday use to anyone intending to do business in Russia, as well as legal, financial, accounting and other advisors.

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## Annual figures 1993

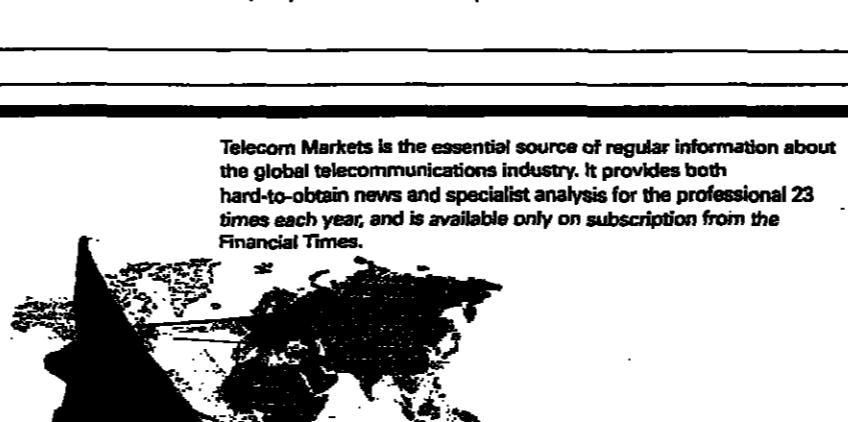
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With handsome results particularly from banking and life insurance operations profit before tax was NLG 2,821 million. This is an increase of NLG 435 million (+18.2%) compared with 1992. The results have been determined on the basis of the revised accounting rules introduced by ING Group with effect from 1993.

The figures for 1992 have been restated on the basis of the new accounting rules to facilitate comparison.

## ING GROUP

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## Telecom Markets

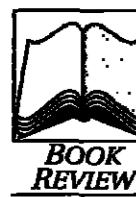
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# Yen for a monster with its own mind



What country is like a giant dinosaur with a tiny brain? That simile was once used by historian George Kennan to taunt the US for its inability to exert its power internationally before the second world war.

Today it applies to Japan, according to Mr Ichiro Ozawa, the Tokyo government's backroom strategist. Mr Ozawa's latest book shows Japan as a passive economic monster of little imagination whose failure to adapt will turn it into a fossil unless it wakes up fast.

It is no surprise that Mr Ozawa, as prime mover behind Japan's recent radical political changes, argues further reform of the political system is the first condition for awakening the tiny brain.

Washington's trade hawks, who have been reading this book closely, will draw a different conclusion. For those who believe Japan's political reforms are incomplete and unconvincing, this book could be taken as evidence that foreign pressure is still needed to help Japan change its inward-looking ways.

Yet the foreign pressure argument, says Mr Ozawa, is dangerous for both sides. To be durable, change must come from within.

But before Japan can find a new form of life, it must find its identity. This, Mr Ozawa believes, is buried under a concrete sprawl in which every big city, playground and park looks the same. Moreover, it is stifled by a conformist education system, and is denied expression by a web of regulations.

Japan's identity problem results, ironically, from the fact that it is a descendant of the US dinosaur. It owes most of its economic power to having its post-war security guaranteed by Washington, rather than its own workers' diligence, argues Mr Ozawa.

But the end of the cold war undermined "the very foundation" of Japan's prosperity by removing its value to the US as a bastion against communism in Asia. To compensate, Japan must now become an "international nation", taking a full

NIHON KAIZO RON (Blueprint for Building a New Japan)  
By Ichiro Ozawa  
Kodansha Publishing House  
Y2,900 (or \$19.95 outside Japan)  
in English from April 17; or Y1,500  
in Japanese. 95 pages.

part in world diplomacy, including United Nations' peacekeeping.

That bit of Mr Ozawa's argument is standard fare from the increasingly powerful internationalist camp in Japanese politics, to be found on the right-wing of the coalition government. He does not air the alternative view - for a low-profile Japan that seeks a return to traditional values. That can be found in another newly published book, *A Small but Radiant Nation* (in Japanese only), by Mr Masayoshi Takemura, chief cabinet secretary. These two books explain the visions of Japan at the heart of the power struggle in the seven-party coalition.

Mr Ozawa's book makes it clear he believes the stakes in this power struggle are higher than many foreigners imagine. Japan's economic future and chances of becoming a "normal" nation hang on its ability to play a more active part in the world.

Japan should learn from successful merchant nations of history, such as the city state of Carthage and the Venetian Republic. They achieved long-term prosperity - 1,000 years in Venice's case - by becoming much more than merchants, he recalls.

In different ways, Carthage and Venice ploughed resources into ensuring peace and free trade in their main markets. Japan has only just begun to do so. Mr Ozawa does not suggest that Japan should develop the modern equivalent of a Venetian navy or a Carthaginian mercenary army. But it should pay the cash, diplomatic and human costs of assuring peace and free trade - and just as important of international respect for itself.

To play a more active role in world affairs, Japan must first get to work on internal institutional reform, starting with the political system. Mr Ozawa makes practical suggestions to

boost the authority of the prime minister and cabinet in order to clarify where decisions are made and improve policy debate in cabinet and parliament.

He believes a UK-style system, in which the cabinet is at the heart of government, could solve Japan's problem of a government with no clear centre of authority. This would bolster prime ministerial power, which on the evidence of Mr Morihiro Hosokawa's recent U-turns is even more fragile in Japan than Britain.

Mr Ozawa also has high praise for the British tradition of having a large number of non-cabinet ministerial posts. This trains politicians to take part in policy-making rather than, as in Japan, just carrying out bureaucratic instructions.

A more imaginative central government would improve Japan's ability to achieve the other tasks needed to become a "normal country" - including deregulation, tax reform, decentralisation and improved town planning, all part of the Hosokawa administration's programme.

Yet Mr Ozawa also sees a sociological explanation for Japan's dinosaur-like qualities, though he does not discuss it much. As he admits, the book is supposed to be a workmanlike look at the shortcomings in Japan's system of government.

Democracy has never really taken root in Japan, partly because of an inherited collective spirit and an education system designed to stamp out independent thought. Mr Ozawa believes this system is faulty at both ends - too rigid at school level and too dull at the university stage.

The book's theme is that Japan's cure must start with the head, which means creating a more modern government, both on the international and domestic level. From this will gradually evolve a Japan to be envied, rather than derided, by foreigners.

Yet tantalisingly, Mr Ozawa says little about what his "Japanese dream" would look like. Perhaps this lacuna is evidence of his own theory that Japan suffers from an under-exercised imagination. The fact that it has not supports the view that demand is very inelastic for addicts and drug dependants - that is what

William Dawkins

What business has an economist or economic commentator to write about drug abuse and the case for decriminalisation? The first and most obvious reason is that drugs make up one of the world's largest industries. International trade in illegal drugs is estimated at \$500m a year. The turnover of the criminal firms which run the world's illegal drugs traffic is higher than the national income of 50 of the world's 70 leading nations.

Secondly, and more controversially, economists start with a presumption that the consumer is the best judge of his or her own interests. It is a presumption that can be overturned in extreme cases; and the costs imposed on other people from widespread drug consumption need attention. But at least the starting point favours competitive market approaches against the heavy hand of regulation.

Thirdly economists are concerned with analysing markets, including government intervention in them. They can thus contribute to understanding the effects of attempts to criminalise production and consumption of products, whether alcohol in the US in the 1920s or other addictive drugs today.

Measures to reduce supply - such as customs seizures, fines, imprisonment or confiscation of assets - act as a tax on suppliers. The risks are much greater than in a normal market, and the prices at which the drugs will be supplied are correspondingly higher.

The demand side is more controversial. But if demand were very sensitive to price over the relevant range, then high prices would already have reduced the problem of addiction to modest proportions. The fact that it has not supports the view that demand is very inelastic for addicts and drug dependants - that is what

To take an example. One

gram of heroine of 40 per cent purity is said to have a street value of \$20. If it were available as a gram of pure heroin it might sell in the illicit market for \$200. By comparison, legal supplies of heroin cost the NHS less than 25 per gram.

The demand side is more controversial. But if demand were very sensitive to price over the relevant range, then high prices would already have reduced the problem of addiction to modest proportions. The fact that it has not supports the view that demand is very inelastic for addicts and drug dependants - that is what

## ECONOMIC VIEWPOINT

# Drug abuse tackled the wrong way

By Samuel Brittan

these words mean.

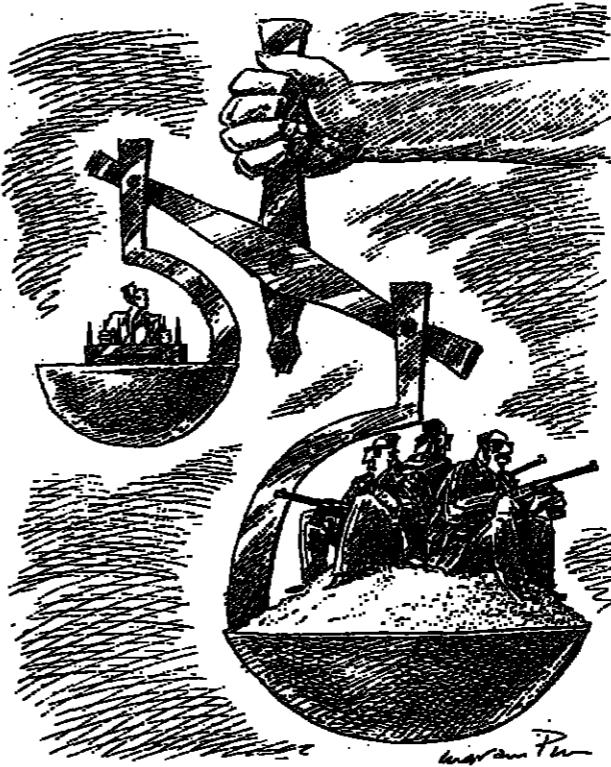
Given a high-risk, high-price market for products with an addictive quality, one would expect present worldwide restrictive legislation to encourage criminal activity. The addicts steal to pay for their drugs; and suppliers will stop at nothing to maximise an enormously lucrative trade.

Things were not always thus. In the early 19th century, British governments actively supported drug traders, for instance in the Opium Wars against China. Draconian anti-drugs laws are fairly recent and have largely been spearheaded by the US. British legislation dates back mainly to the Dangerous Drugs Act of 1920.

In Hong Kong, Thailand and Laos, anti-opium laws were enacted over the period between 1950 and 1980. The result was a switch from traditional opium use, contained and controlled by local custom, to heroin, which is less bulky and more profitable.

In the Andes, cocaine has replaced the traditional and less harmful chewing of coca leaves. In Colombia, three presidential candidates have been murdered for drug-related reasons. The drug trade is now the largest single support for organised international crime; and about half the murders in the US are drug-related. In Britain the problem is not yet on the same scale, but drug-related theft may amount by value to half of all theft.

The analysis and facts so far cited all come from a new paper, *Winning the War on Drugs to Legalise or Not?* by Richard Stevenson, director of the Liverpool University Health Economics Unit, and published today by the Institute of Economic Affairs (£8.50). So careful, however, has the IEA been in treading on this minefield that the paper also contains two comments by medical practitioners eminent in the field. Professor Julius Merry, a professor of clinical psychiatry at St Thomas's Hospital, agrees with Mr



Stevenson, who comes out for careful legalisation. A second commentary written jointly by two psychiatrists and a criminologist disagrees strongly. But even it favours some liberalisation of policy and practice.

### If some insist on using drugs, it is better that they buy them from non-criminals'

We have, of course, been here before. Witness the history of alcohol prohibition in the US in the 1920s, as summarised in the 15th edition of the *Encyclopaedia Britannica*. "Prohibition" brought into being a new kind of criminal: the bootlegger. The career of Al Capone was a dramatic instance of the development of

bootlegging on a large scale. His annual earnings were estimated at well over \$60,000. The rise of the bootlegging gangs led to a succession of gang wars and murders. A notorious incident was the St Valentine's Day massacre in Chicago in 1929 when the Capone gang shot to death seven members of the rival "Bugs" Moran gang. Historians of the underworld, however, suggest that by the late 1920s bootlegging was on the verge of semi-monopoly control and the end of gang wars was approaching.

The Encyclopaedia does not

mean criminality was ending,

but that there were signs of

the bootleggers agreeing on

sharing what they might have

called "the loot" and the IEA

"the economic rent".

Some effects of the official war against drugs are the

opposite of those intended,

even from the point of view of

is needed."

No-one, whatever his speciality, can predict the consequences of a large legislative leap into the dark. Two kinds of gradualism are possible. One is that already practised by some local British police forces: they do not prosecute for possession of small quantities of drugs but advise addicts to enter treatment. A more rule-of-law approach would be to experiment with legalising softer drugs and imposing the kinds of tax already borne by alcohol and tobacco.

Stevenson provides an analogy in the case for legalisation: "Abortion is tragic but, given that it will occur in any circumstances, it is better that it should be performed competently. In the same way it would be better if everyone could cope without mind-altering drugs, but prohibition is unenforceable. If some people insist on using drugs, it is better that they should buy them from law-abiding businessmen rather than criminals, and better still if they can be integrated into society and brought under medical supervision if it is needed."

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### UK tax rises give cause for pessimism

From Mr Stephen Radley.

Sir, Your article on the effects of UK tax rises ("Shoppers in the line of fire", April 2) reflects the emerging consensus among many economists that the recovery will continue to gain pace this year and next despite higher taxation. Our analysis of the current situation and of past tax rises supports a somewhat more pessimistic view. It also suggests that we should look closely at the effect of last year's budgets on both consumer spending and investment.

Both of the last two large tax hikes, under Labour in the mid-1970s and under the chan-

cellorship of Geoffrey Howe at the start of the 1980s, coincided with falls of stagnation in consumer spending. Though those experiences will not be repeated, this does suggest the rate of increase in consumer spending should be slowed by the tax increases. Past tax rises were offset by substantial cuts in interest rates and, in the latter case, by the relaxation of controls over personal taxation in the 1982 Finance Act.

This time the reverse is true. Though there may be some delayed effects from the interest rate cuts over the last two years, the next movement in interest rates is just as likely

to be up as down, while lenders, particularly in the housing market, are becoming more cautious. Consumer confidence indicators suggest that the recent tax rises have made the personal sector more cautious, while we should not put too much faith in the confidence-boosting effects of falling unemployment as most of this is down to increases in less secure areas of employment such as part-time work and self-employment.

One of the best hopes may be

that retailers continue to offer

sufficiently large discounts -

such as those available in the

January sales when the month-

on-month fall in the price of

clothing and footwear was the

largest for 70 years - to allow

consumers to spread their incomes further. However, with unit labour costs rising,

this will squeeze profit margins.

Given the strong links between current and expected profits and investment levels, we should therefore be looking closely at what the budget means for the recovery in investment just as much as that for consumer spending.

Stephen Radley,

chief economist,

The Henley Centre for

Forecasting,

9 Bridgewell Place,

Blackfriars,

London EC4V 8AY

### For richer, but surely not for poorer

From Mr Michael Goldman.

Sir, Michael Prowse makes a cogent defence of Thatcherism ("What was right with the 1980s", April 5), but one does not have to be an egalitarian to disapprove of the growth of inequality.

Even if there is no objection to the rich getting richer, who can approve of the poor getting poorer?

Michael Goldman,  
1 Lyndale Close,  
Blackheath,  
London SE3 7RG

From the Rev David Galilee.

Sir, Your readers would do

well to compare the naive complacency of Michael Prowse's article (April 5) with a much more realistic analysis of what has actually happened in America to jobs and security in an article *Why fascism is the wave of the future*, by Edward Luttwak (London Review of Books, April 7). The writer is director of geo-economics at the Centre for Strategic and International Studies in Washington. Luttwak's prognosis for the US and European economies is grim, especially in the growing insecurity over jobs. He says: "Thus neither the moderate right nor the moder-

ate left even recognises, let alone offers any solution for the central problem of our days: the completely unprecedented personal economic insecurity of working people, from industrial workers and white-collar clerks to medium-high managers."

Instead of the all too easy fibs at the Archbishop of Canterbury, Michael Prowse should take on board Edward Luttwak's analysis and try and suggest a solution.

David Galilee,  
St Mildred's Vicarage,  
Croydon CR0 7HR

Statutory interest is not a solution

From Mrs Anthea L Rose.

Sir, Your leader, "Late payment of bills" (March 28), draws attention to the problems facing many small businesses and the difficulties of using legislation as an effective remedy.

The Chartered Association of Certified Accountants (ACCA) is well aware of the problems as many of our members are active in the small business sector, being either in business themselves or providers of financial support services to small businesses.

In our submission to the government's consultative paper, we reject the notion of a statutory right to interest on overdue payments.

We believe that the introduction of statutory interest would

legitimise the practice of late payment, to the extent that unscrupulous businesses might choose to pay interest to suppliers on overdue debts rather than to borrow at higher rates from other sources.

Thus, there might evolve a form of incentive, courtesy of statutory interest, to maintain a practice of late payment, and the existing problem might accordingly be exacerbated.

In any case, were companies to be entitled by law to an interest payment on overdue debts, we seriously question whether the interest element would, for the most part, constitute such a material amount as to motivate them to go to the trouble and expense of retrieving it through the courts.

However, it is a fact that effective remedies to the problems of late payment require a fundamental change in business attitudes and culture; late payment must cease to be regarded as a fact of business life or as a tool of astute financial management.

Anthea L Rose,  
chief executive,  
The Chartered Association  
of Certified Accountants,  
29 Lincoln's Inn Fields,  
London, WC2A 3EE

When it comes to

developing, constructing and operating natural gas projects around the world, Enron is world class. We proved that in 1993 by completing the world's largest gas-fired cogeneration power plant in only 29 months. Today, we are still moving full speed ahead by fulfilling yet another, different energy need -- "fast-track" power.

Enron has just completed its second "fast-track" power project in the Philippines.

## FINANCIAL TIMES

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Thursday April 7 1994

## Bloodied but unbowed

Yesterday's car bomb attack in the northern Israeli town of Afula is another reminder of the fearful symmetry of violence which threatens at every turn to obstruct the Middle East peace process. On one side are the Palestinian Islamic militants who claimed responsibility for yesterday's bombing, apparently in retaliation for the massacre of about 30 Arabs in a Hebron mosque in late February. On the other are Jewish extremists such as the fanatical settler Baruch Goldstein, who carried out the Hebron shootings.

Both sides, though sworn enemies, have a common goal: to ensure, by striking in the most horrific manner at the most sensitive moments, that the agreement between the Israeli government and the Palestine Liberation Organisation providing for Israeli withdrawal from and Palestinian self-rule in the Gaza Strip and West Bank does not succeed.

Fortunately, the current evidence suggests it is they, not the agreement, that are failing. The anguished standoff between Israel and the PLO that followed the Hebron massacre has been replaced by an invigorated attempt to reach detailed agreements by April 13, the date set in the Declaration of Principles they signed on the White House lawn last September. Moreover, the Israeli army appears to be preparing the ground for an eventual accord by putting equipment and forces out of Gaza and the Jericho area. For the first time, the negotiations of the past year can be said to be producing tangible change where it matters.

## Important concessions

What recent events have underlined is that neither Israel nor the Palestinians have any option but to stick to the process on which they are embarked. Both sides made important concessions to restart negotiations - Israel by allowing an international observer force into Hebron; the PLO by shelving demands for the removal of Jewish settlers from the West Bank town. Moreover, by banning two Jewish extremist groups, the Israeli authorities have acknowledged for the first time that terrorists from their midst can pose as much of a threat as those from the other side.

## Superhighways for Britain

It might seem appropriate that just as the government has decided to scale back the UK's road building programme, the debate is accelerating on the merits of a national fibre-optic grid taking a multimedia "superhighway" up everyone's front garden.

The connections are more than superficial. In terms of capacity, fibre is to copper what motorways are to village lanes. A national fibre network, like the motorway system, can be built incrementally despite the "superhighway" tag. It is no more than an upgrading or duplication of existing local telecoms networks (trunk networks are already fibre). There might even be a trade-off between highways and superhighways: current projections of future trunk road requirements, inevitably based on historic trends, make insufficient allowance for the potential of "teleworking" and video-conferencing to transform work and travel patterns.

But the relationship should not be pushed too far. Demand for superhighway services - entertainment, information, education, home shopping - is still largely speculative, particularly at current projections of their price. Even the fate of video-on-demand, the first service set to come on line, is uncertain: punters are unlikely to pay much of a premium to avoid a 10-minute trip to the local video store.

## Cash cows

Nor should a fibre-optic grid be viewed as a unique national asset to be provided by public funds. Telecoms companies are among the largest cash cows in the world over: if there is a market for superhighway services, they will be able to raise the money easily enough without troubling hard-pressed taxpayers. State funding ought to be reserved for subsidiary but critical goals such as the application of fibre networks to education.

In the UK, the most immediate question is the future of the ban on BT carrying entertainment services over its network. The ban was a deliberate bid by the Thatcher government to encourage cable companies to compete with BT in telecommunications. As such it was justified, but it would be an unjustifiable waste of

Resolve of this kind will be much in demand in the months to come, both in Israel and among those attempting to bring about a Palestinian self-rule. For if there is one certainty about the fragile experiment in coexistence now underway, it is that there will be further violent attempts to throw it off course. The agreements struck thus far contain too many loose ends to instil confidence that such threats will be contained, and their implementation is surrounded by too many worrying uncertainties - not least concerning the capacity of Mr Yassir Arafat, the PLO leader, to rule an embryonic Palestinian entity with authority, competence or even real democratic legitimacy.

## Jewish settlements

The most ominous grey area concerns the Jewish settlements in the territories. These are supposedly unaffected by the interim agreement now being implemented. Even after Israeli soldiers have withdrawn from most of Gaza and the West Bank and handed over the security of their Arab inhabitants to Palestinian police, some will stay behind to protect the settlements. There is plenty of room for misunderstanding or worse between the Israeli military and Palestinian forces, especially in places like Hebron, where Jewish settlers live in the thick of Arab population centres.

So far, Mr Yitzhak Rabin, the Israeli prime minister, has been understandably reluctant to broach the settlements issue. It is one of the difficult questions to be decided in "final status" negotiations that are supposed to start up to two years into implementation of the Israel-PLO Declaration of Principles. It also represents a political minefield in Israel. Nevertheless, it is an issue which may have to be addressed sooner rather than later if the interim accord is to bring lasting peace to the occupied territories. Mr Rabin would be well advised to make a start now by vowing, without prejudice to the overall fate of the settlements, to shift the most politically inflammatory of them out of Arab towns. It is in Israel's interest, as well as that of regional stability, to remove such sources of friction from what in any case will be a fraught process.

## Fair access

The other side of that coin, however, is that operators besides BT should have full and fair access to BT's existing and future networks. BT need not have fibre monopoly indeed it is unlikely to have one, given the welcome investment by cable companies in competing urban fibre networks. But if it goes ahead with further investment in fibre, BT is certain to have Britain's most extensive, and probably its most advanced, superhighway. To ensure a diversity of services, other operators must have access to that network on the same terms as BT itself.

Mr Don Cruickshank, the telecommunications regulator, is taking the essential first steps to ensuring such open access. He is forcing BT to account for its network business separately from its retail activities, and to publish cost-based charges for access to specific services needed by competitors requiring access to the BT network. His guiding light is the benefits to be had from competition in terms of diversity of services and downward pressure on prices.

This is the right approach. It is important, however, to be clear about the object of the exercise, which is not to emasculate BT but to give consumers maximum choice consistent with an efficient use of existing resources. The snapshot will undoubtedly be a smaller market share for BT than the 90 per cent it now commands. But to go further and use the regulatory system to endow new entrants with long-term subsidies at BT's expense would be to resurrect the evils of the old nationalised telecoms regime.

After teetering for two months on the edge of an economic precipice, Turkey this week has tried to pull back from the brink. Under pressure from a plunging lira and dramatic gains by Islamic radicals in last week's local elections, Turkey's conservative-led coalition on Tuesday announced an austerity package in an effort to restore economic health.

Mrs Tansu Ciller, the prime minister, warned that Turkey faces Latin American-style hyperinflation unless the programme is implemented. The measures include unpopular moves to raise taxes and state-controlled prices, and close public sector companies, as well as an effective further devaluation of the lira. This fell yesterday to 29,900 to the dollar against 32,050 on Tuesday, after the central bank stopped supporting the currency.

In launching Turkey on an uncomfortable economic journey, Mrs Ciller, a 48-year-old former Istanbul economics professor, seems to have little clear-cut idea of the destination. In her televised address on Tuesday, she said she hoped the measures would spur export-led growth and would not "stop the economy". In fact, if the austerity package is to work, a sharp economic slowdown - and a possible political backlash - may be difficult to avoid.

ominously, workers from the Zonguldak coal works, and from the Karabuk iron and steel factory - both earmarked for possible closure - launched protest marches on Tuesday to voice opposition against expected large-scale lay-offs.

The immediate cause of Turkey's economic crisis was the decision in January to devalue the lira by 12 per cent, in an early attempt to correct economic problems. This sparked a self-fuelling fall in the currency and rising concern among foreign creditors, in spite of domestic interest rates which were raised at one point to 1,000 per cent.

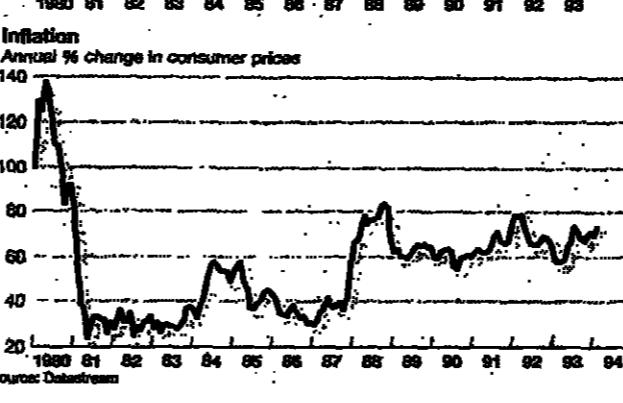
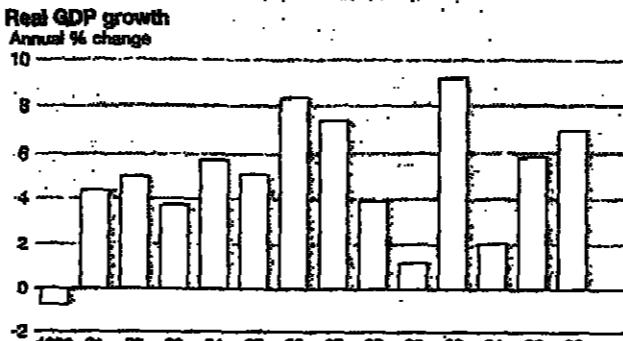
The reasons for Turkey's problems, however, go much deeper. For most of the past decade, annual inflation rates have rarely been lower than 50-70 per cent. At the same time Turkey has registered annual economic growth rates well above those of other countries in the 24-nation Organisation for Economic Cooperation and Development (OECD). As an OECD official put it this week, "Turkey has been defying the law of gravity for years. But you can't run an economy with a 50-60 per cent inflation rate without it collapsing."

The public sector borrowing requirement last year was running at 16 per cent of gross national product. To bring down the deficit, the government plans widespread price rises for commodities such as petrol and sugar. It wants to step up

Turkey has taken steps to avert economic crisis - but the price may be a political backlash, says John Murray Brown

## Falling back to earth with a bump

## Turkey's economy: stored-up troubles



privatisation by selling \$3.5bn worth of state assets in 1994 - a forecast which may turn out to be heavily optimistic. Overall, Mrs Ciller envisages cutting the central government's budget in the next three months by TL38,000bn through revenue increases and cost savings.

With an inflation rate of 74 per cent in March, the time of reckoning has clearly arrived. However, while the government realises the pressing need to cool the economy, it also fears the possible consequences. An important reason for Mrs Ciller's failure to take remedial action earlier was the memory of the effects of Turkey's last big austerity package, announced in January 1989 by her predecessor Mr Suleyman Demirel, who took over as Turkey's president in May last year.

The 1989 measures, launched at the behest of the International Monetary Fund to boost exports and

control inflation, led to months of social disruption which eventually sparked a military coup d'état in September 1980. Mr Mesut Yilmaz, the leader of the main opposition Motherland party, Anap, this week called Mrs Ciller's package "a bad copy" of the January 1989 measures.

Since the reinstatement of democracy after a change of constitution in 1982, Turkey has made an impressive political and economic recovery. But anxieties about political stability have resurfaced in recent weeks as a result of violent unrest in the Kurdish speaking south-east of the country and the surprising gains made by the Islamic-based Refah party (RP) in the municipal elections on March 27.

The RP gains, particularly its victories in Istanbul, the largest city, and the capital Ankara, unsettled Turkey's pro-western secular political class. Coupled with reports of Islamic vigilantes imposing Islamic rules on the streets of Turkish

cities, the election results have heightened the risks if Mrs Ciller's economic package fails.

In some ways, however, Mrs Ciller emerged strengthened from the elections. After campaigning on a platform of tough law and order measures against Kurdish rebels, her True Path party finished with a narrow overall victory over the Anap opposition party.

Nevertheless, the suggestion that the secular reforms established by the new Republic could now be at risk sets off alarm signals among Turkey's western allies. Turkey remains a vital strategic partner for the west in a troubled part of the globe bordering the Balkans, the Caucasus and northern Iraq. Also, the country is an important source of business for the European Union, with trade between Turkey and the EU reaching \$20bn in 1993, making it the Union's ninth largest trading partner.

Turkey is making an all-out

attempt to increase the competitiveness of its economy in preparation for the planned customs union with the EU in 1995. Its application for membership of the EU was made as long ago as 1987. However Turkish ministers are resigned to countries from central and eastern Europe joining the EU some time around 2000, perhaps a decade before the date when Turkey will be allowed to accede.

One important factor clouding relations with the EU is Turkey's heavy-handed military clampdown on Kurdish unrest. Sir Leon Brittan, the EU trade commissioner, has also warned, during a visit to Ankara in February, that Turkey would benefit from the customs union only if it took firm action to control state finances.

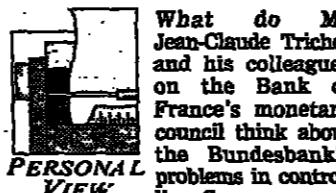
With international credit agencies this year having twice downgraded Turkey's debt rating, EU officials believe Turkey can ill afford to delay its customs union commitment. But industries such as the powerful automobile sector - hard hit by this year's steep rise in borrowing costs - are looking for exemptions to the customs union timetable. EU Commission officials warn that this will be countered by calls from European textile producers to retain quotas against Turkish textiles.

The government's most important short-term priority is to implement Mrs Ciller's programme and make it work. All too often since she took over as prime minister last summer, her economic policy achievements have failed to match her rhetoric. However western economists point out this is the first time the government has explicitly envisaged the closure of loss-making state industries.

"If this is what is needed to keep the fundamentalists out of power that's fine, I think people are prepared to pay the price," was how one Istanbul banker put it. Western diplomats believe Anap will eventually endorse the measures - above all because, after its lack-lustre performance in the municipal elections, Anap is in no mood to force an early general election.

The prospect that Turkey could fail to implement the package is, however, deeply worrying - not just for Turkish industry and for holders of the country's \$64bn foreign debt. A severe economic crisis would further support to Islamic radicals - raising the prospect of a shift in Turkey's western orientation that would further unsettle one of the world's most volatile regions. As Mrs Ciller in coming weeks struggles to deliver the economic medicine Turkey urgently needs, much more than the fate of the Turkish economy will hang in the balance.

## Bank of France must go its own way



What do Mr Michel Cossé and his colleagues on the Bank of France's monetary council think about the Bundesbank's problems in controlling German money supply?

After renewed signs during the past few weeks that M3 "broad money" is expanding beyond the Bundesbank's target range, should France not be implementing a monetary policy suited to its own domestic economy, rather than acting as a Bundesbank satellite?

We are unlikely to find the answer to either question - at least in any coherent way. The monetary council, since it was set up in January, is behaving more like yet another elitist club within a secret state than a pioneer of a new liberal monetary order. Mr Trichet, the Bank's governor, announced after the council's first meeting that he is the sole spokesman to the press.

Any suggestion that council members would voice their views publicly, in similar fashion to officials of the Bundesbank or the US Fed-

eral Reserve, was rebuffed. Cossé would argue that there are no secret council deliberations to discover. Attempts by journalists and market analysts to ferret out the council's position on the biggest question of all - should French monetary policy become much more independent of the Bundesbank? - could mirror poor Kofi's efforts in Kafka's "Trial" to find out the contents of his judges' notebooks: the result would be blank pages.

The cynics have a point. The Balladur government, in its rush to grant independence to the Bank of France, has left the council largely insulated from the type of normal pressures which would, in an open society, lead to changes in policy. Members have not had to face questions from any parliamentary committee. Nor do they publish minutes of meetings. They are not subject to US-type freedom of information legislation. The Bank of France's monthly bulletin remains bland, offering no insights to compensate for secrecy elsewhere.

All this illustrates that liberal ideology was hardly a big influence on Mr Balladur's decision to give prior

ity to central bank independence. Rather, the driving idea was that independence would boost the credibility of French monetary stability. Yet in view of the recent history of error in German monetary policy, could France not aim to do better? Achieving a higher monetary standard of performance than Germany would offer France the best long-term route to lower interest rates since the council started

In view of the recent history of error in German monetary policy, could France not aim to do better?

work, whereas the rise in German rates has been only 0.70 point.

So long as independence means that the central bank is free to follow a policy of imitating every Bundesbank move, in splendid insulation from domestic political pressure, there is little prospect of any gain. The French financial markets and macroeconomy will remain vulnerable to monetary and fiscal

shock from Germany. At best the credibility of French monetary stability can be no greater than Germany's. Yet in view of the recent history of error in German monetary policy, could France not aim to do better? Achieving a higher monetary standard of performance than Germany would offer France the best long-term route to lower interest rates.

Unless the council is soon forced away from dependence on the Bundesbank, France could become a case study in how not to grant independence to a central bank. A failure of the French economy may indeed turn the council into a scapegoat in the presidential election campaign.

Perhaps there is still an opportunity for the Balladur government to prompt a change in course. Legally, the French government retains responsibility for exchange rate policy. Mr Balladur could instruct the council that a stable franc against the D-Mark is no longer a central aim. Paris needs only to drop hints that exchange rate stability is less important than other economic

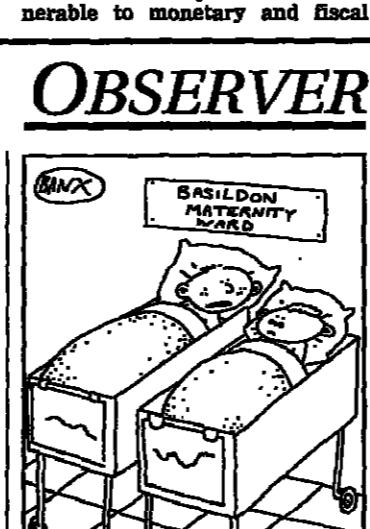
objectives. The franc/D-Mark rate would then fall.

An end to the stable franc policy could also come irrespective of Mr Balladur's wishes. The possibility that his rival, Mr Jacques Chirac, may occupy the Elysée Palace next spring could act as a catalyst for a weaker franc.

The franc is poised in Humpy-Dumpy fashion just above its old support level of FF70.43. If it is knocked off the wall again, the French and German governments are unlikely to send in a joint rescue force. Such a fatal accident would indeed be for the best. A floating franc would not end the need to co-operate with the Bundesbank. It would, however, provide France with the best opportunity for constructing a domestic anchor for monetary policy that reconciled central bank independence with genuine economic liberalism.

Brendan Brown

The author is head of research, Mitsubishi Finance International



John Major may have kissed me and changed my nappy but he won't get my vote!

ial after serving a term for tax fraud.

Larouche, who took the short trip round the dark side of the moon from the far left to (mostly) far right, is planting another presidential run. His exploratory campaign organisation goes by the wonderful title of The Committee to Reverse the Accelerating Global Economic and Strategic Crisis.

Whitewater, according to the CRAGESC gospel, is, of course, a plot by British intelligence and others intent on destabilising the US presidency. Active co-conspirators include Conrad Black and his media empire, Henry Kissinger and those responsible for the Hebron mosque massacre.

Larouche, who used to list the Queen of England and anyone named Rockefeller among the plott

## China sounds warning note on deterioration of state industry

By Tony Walker in Beijing

China sounded the alarm yesterday over rising unemployment, growing industrial unrest and the deteriorating health of state industry, which is under pressure in the transition to a market economy.

Commentaries in the People's Daily – the Communist party newspaper – and the Economic Daily drew attention to potential instability in China's cities where state enterprises are undergoing a painful transformation.

Alarmist references in the official press to China's economic problems coincide with indications that the country may be entering an uncertain period, with fresh reports about the deteriorating health of senior

leader Deng Xiaoping. "This year and next year the employment situation will be extremely grim," said the People's Daily in an unusually frank reference to looming problems in a politically sensitive area. The Economic Daily also displayed unusual candour in referring to the plight of the state sector which it said would register little or no growth this year due to "lack of funds and sluggish sales".

Western officials in Beijing wonder whether the fresh detention of Mr Wei Jingsheng, China's most prominent dissident, on suspicion of committing "new crimes" might be connected with internal party struggles. The fate of dissidents has in the past been tied to conflict between party moderates and hardliners.

Confirmation of pressures on the once heavily subsidised state sector came with a report yesterday that a Shanghai textile company had become the city's first state enterprise to file for bankruptcy.

Wen Wei Po, a pro-Beijing Hong Kong daily, reported that the Shanghai Number Two Weave Band factory had made the move last month. It blamed bad management, accumulated debts and removal of subsidies.

State enterprises throughout China face similar problems. In industrial strongholds like Wuhan in central China and Harbin in the north-east, unemployment is rising rapidly and companies starved of credit are barely surviving. Disaffected workers in state enterprises across China

have engaged in unprecedented levels of unrest in the past year.

Official unemployment in urban areas is 2.6 per cent, but this vastly understates the extent of the problem. Some estimates put urban unemployment at about 20 per cent of the workforce.

People's Daily quoted Mr Li Boyang, the labour minister, as saying that China was "faced with unprecedented challenges in deploying all the jobs".

China is grappling with a huge surplus of rural labourers numbering between 130m and 200m. Millions are seeking employment in the cities, adding to pressures on hard-pressed municipal authorities.

Balladur visits Beijing, Page 5

## Leading liberal justice of Supreme Court to retire

By Jurek Martin in Washington

Justice Harry Blackmun, the US Supreme Court's leading liberal, yesterday announced his retirement at the end of the court's summer term, giving President Bill Clinton the chance to name his successor.

Mr Clinton yesterday gave a brief and moving tribute to Justice Blackmun, famous for his ruling upholding abortion rights. But he gave no clues as to who would get his second nomination to the bench since coming to office. "This is Justice Blackmun's day," Mr Clinton said.

The president is thought likely to pick someone close to Justice Blackmun's views, meaning little immediate change in the political balance of the Court. The prospect of rightwing domination of the bench, which seemed on the cards during the Reagan and Bush presidencies, has receded.

But the delicate mechanisms of the bench may persuade Mr Clinton to seek a nominee more inclined to conciliation and consensus than the independent-minded Justice Blackmun, who took pride in principled dissent.

Mr Blackmun was appointed to the bench by President Richard

Nixon in 1970 as a safe alternative following the failure of two more conservative nominees to pass muster.

However, a lifelong Republican leavened by the progressive traditions of his native Minnesota, Justice Blackmun quickly emerged as a liberal bulwark. On the current Court he is aligned with Justice John Paul Stevens, another Republican appointee, with the middle ground occupied by Justices Ruth Bader Ginsburg, Sandra Day O'Connor, Anthony Kennedy and David Souter and the right by Chief Justice William Rehnquist and Justices Antonin Scalia and Clarence Thomas.

Justice Blackmun was the principal author in 1973 of the 7-2 Roe v Wade ruling protecting the right to abortion. Unapologetic to the end for this ruling, he simply said yesterday he thought it "a necessary step on the road to the full emancipation of women".

He also remained an adamant opponent of capital punishment, unconvinced that it served as a deterrent. But he frequently conceded that he was swimming against a national tide, with two-thirds of the states now employing the death penalty (proudly,

he would point out that Minnesota had legally executed nobody in more than 30 years).

"It hasn't been much fun on most occasions," Justice Blackmun wryly noted of his frequent status in the Court's minority. But Mr Clinton, an old acquaintance, saw it otherwise: "Justice has not only been his title, it has been his guiding light."

Senator George Mitchell of Maine and Mr Bruce Babbitt, interior secretary, are among the leading candidates to replace Justice Blackmun. Other candidates include three federal judges – Mr Jose Cabranes from Connecticut, who, if selected, would be the first Hispanic justice; Mr Stephen Breyer from Massachusetts and Mr Richard Arnold from Arkansas. All five were mentioned in last year's search for a Supreme Court nominee, a position filled by Mrs Ginsburg.

Interest centres on Senator

Mitchell, the Democratic majority leader who has announced that he will not seek re-election this November. The problem facing the president is his need for Mr Mitchell's help this year in shepherding his domestic legislation through Congress, above all the healthcare reform bill.

## N Korea issues warning to Japan

Continued from Page 1

Korean nuclear weapon would never be used against South Korea or the US.

The statements could increase pressure on the Japanese government to take a tougher line against North Korea over the issue of nuclear site inspections. They will also provide support for Japanese officials arguing that the country must boost its defence capability.

North Korea has already developed a missile, the Rodong-1, that

can reach most of Japan, although military analysts believe that Pyongyang does not yet have the capability of building a sophisticated nuclear warhead small enough to fit on the missile.

But the ambassador's comments appear to confirm some analysts' fears that North Korea might use the Japanese fast-breeder reactor, which generates plutonium, as a pretext for proceeding with its own production of plutonium, used in the making of nuclear weapons.

North Korea has come under pressure to open up its nuclear facilities to international nuclear inspections to dispel suspicions that it is developing weapons.

It was the second North Korea warning this week that it might be ready to resume plutonium production.

Some analysts in Seoul believe Mr Cha's comments might be an attempt to allay South Korea's fears about the development of a North Korean nuclear weapon by appealing to the traditional Korean dislike of Japan.

North Korea has come under pressure to open up its nuclear facilities to international nuclear inspections to dispel suspicions that it is developing weapons.

## Gen Rose to mediate in Bosnian peace talks

By Our Foreign Staff

General Sir Michael Rose, the UN military commander in Bosnia, yesterday agreed to a Bosnian Serb request to arrange talks with their Moslem enemies on an overall ceasefire.

Gen Rose, speaking after talks with the Bosnian Serb leader, Mr Radovan Karadzic and military chief, General Ratko Mladic, said the Serbs had pledged to stop shelling the embattled Moslem enclave of Gorazde.

Gen Rose cancelled a planned visit there yesterday.

At least 64 people have been killed and 300 wounded in a week-long upsurge of fighting around the enclave, one of three so-called UN "safe areas" for Moslems in a largely Serb-controlled region of eastern Bosnia.

The British officer played down the cancellation of his own trip to Gorazde. "If they [the Serbs] don't want us to go there now, then we have to accept that," he said. However, the Serbs did allow some UN monitors into the enclave.

Gen Rose appeared to accept the Serb contention that the recent push forward by their forces around Gorazde – who have come within a few miles of its centre, but not in sight of capturing the enclave – was in response to Moslem advances in other parts of Bosnia.

The Serbian request for talks and the UN's willingness to treat the request as sincere, boosted hopes that the "rolling ceasefire" process could acquire fresh momentum.

However, diplomats said further progress would depend on consistent pressure from Washington and Moscow, the architects of the Sarajevo ceasefire and the federation pact between Bosnian Moslems and Croats.

## Five-day forecast

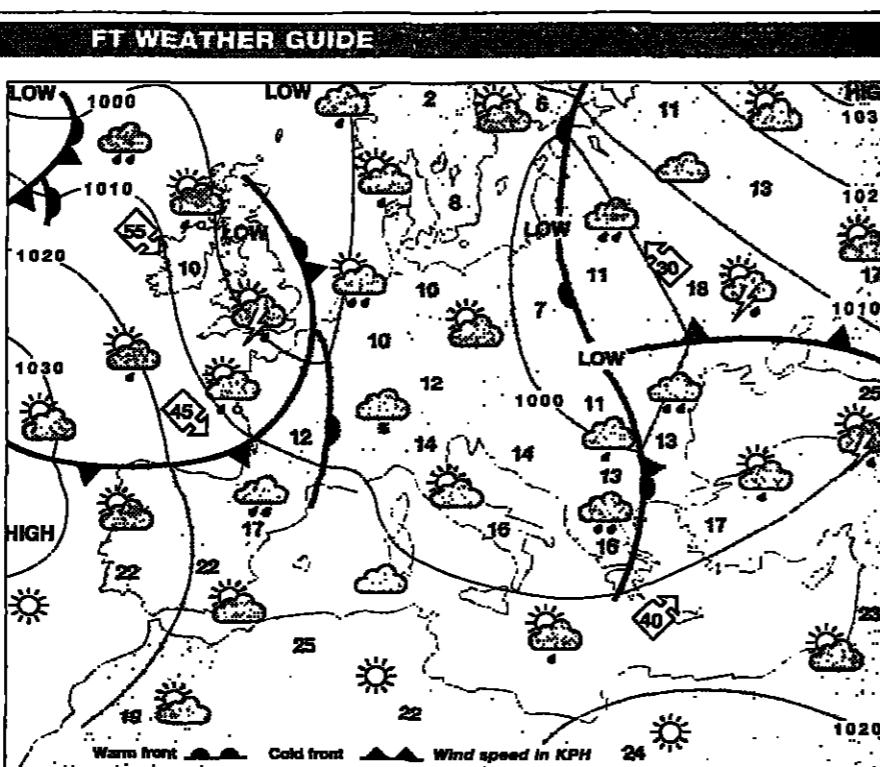
Another low pressure system developing near Iceland will move south-east, reaching the North Sea during the weekend. It will cause showers in western and central Europe, some with hail and sleet, and snow on higher ground. Spain will remain sunny. The northern Balkans will stay unsettled with showers and thunderstorms.

## Europe today

Southern Spain and Portugal, central Italy and Poland will be mainly dry and sunny. Elsewhere it will be unsettled and cool. France will be cloudy with outbreaks of rain while the Benelux and northern Spain will be showered. The UK will have a lot of showers, some with hail and thunder, and there will be snow on the hills. Snow is also expected in the Swiss and French Alps. A few showers will develop over southern Italy and in Greece. It will rain in the Balkans, western Russia and Finland. Western Scandinavia will have broken cloud with wintry showers.

## Five-day forecast

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**TODAY'S TEMPERATURES**

Max/min	Beijing	Caracas	Edinburgh	Faro	Madrid	Rangoon	Riyadh
Celsius	18	18	18	19	19	22	34
Abu Dhabi	fair	26	Cardiff	shower	21	Reykjavik	fair
Accra	thund	23	Casablanca	sun	21	Malta	3
Algiers	sun	23	Frankfurt	shower	22	Rio	26
Amsterdam	shower	10	Chicago	fair	10	Manchester	shower
Athens	shower	16	Geneva	rain	9	Milan	15
Athens	sun	16	Gibraltar	sun	20	Moscow	cloudy
Barcelona	shower	14	D'Salam	shower	21	Glasgow	fair
B. Aires	shower	9	Dakar	sun	31	Madrid	fair
Bham	shower	9	Bogota	fair	11	Hamburg	fair
Bangkok	fair	37	Bombay	fair	32	Helsinki	rain
Barcelona	fair	20	Brisbane	shower	10	Iceland	fair
B. Aires	shower	14	Budapest	shower	24	London	cloudy
Bham	shower	9	Brussels	shower	25	London	sun
Bangkok	fair	37	Cairo	fair	26	Lisbon	cloudy
Barcelona	fair	20	Cape Town	fair	24	London	sun

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The best connection in Germany

**Lufthansa**  
German Airlines

## THE LEX COLUMN

### Storms over the Channel

Eurotunnel's broadside against a luckless corporate financier, who talked indiscreetly about its forthcoming rights issue, will enhance Swiss Bank Corporation's maverick reputation. Yet despite the ticking-off, SBC will retain an important role in Eurotunnel's fund-raising. Its agreement to sub-underwrite Transmanche Link's portion of the rights issue helped cement a deal between contractor and builder. SBC is also likely to play a big role in the global distribution of shares.

SBC has trodden on the toes of the City establishment before. It gate-crashed BZW's enhanced scrip dividend party when it perceived the margins were too fat and launched a competitive auction for the rump of Trafalgar House's rights issue. At a general level, it would be a welcome development if SBC could succeed in its attempts to inject some fresh thinking into the cosy world of underwriting.

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# FINANCIAL TIMES COMPANIES & MARKETS

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Thursday April 7 1994



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could be lower  
in commercial  
improvement  
as the year  
goes on.  
The resources  
will be  
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be  
more  
stable  
in  
the  
second  
half  
of  
the  
year.

## IN BRIEF

CarnaudMetalbox  
falls 14%

CarnaudMetalbox, the Anglo-French packaging group, announced a 14 per cent fall in net profits to FF133m (£14.22m) for 1993 and expressed caution about prospects for the current year. Page 16

**Creditors back US airline plan**  
America West Airlines, the last big US airline still in Chapter 11 bankruptcy protection, has won its creditors' agreement to an amended reorganisation plan aimed at bringing the company out of bankruptcy by early autumn. Page 17

**Corning matches expectations**  
Corning, the US glass and high technology manufacturer, matched market expectations in the first quarter with a 12 per cent rise in underlying earnings per share. Page 17

**US oil industry wakes up to low prices**  
The US oil industry is only now coming to grips with the prospect of a prolonged period of relatively low oil prices, says Mr Larry Fuller, chairman and chief executive of Amoco, the fifth-largest American oil company. Page 18

**Strong growth for bonds**  
Hong Kong's bonds all hold respectable land banks at a time when demand is far outstripping supply, and last year saw strong profits growth for the conglomerates. Page 19

**Customers first restaurant group**  
City Centre Restaurants, the UK group which owns the Dimp Pan Pizza and Garfunkel's chains, lifted profits last year almost 15 per cent, after an increase in customers. Page 21

**Siebe to acquire Swedish valve maker**  
Siebe, the international controls and engineering group, is to acquire the NAF group, Sweden's main valve and valve systems manufacturer, for \$21m (£13m), making it Europe's leading control valve producer. Mr Alan Yurko (left), chief executive, described the acquisition as a "perfect fit" from a geographical, product, and market sector point of view. Page 21

**Indices to include Rothmans and Vendome**  
Rothmans and Vendome Luxury Group will be included in UK stock market indices next year under a rule approved yesterday by the FTSE Actuaries Share Indices Committee. Page 21

**Trial by fire in Argentina**  
Argentina has become one of the worst performing Latin American equity markets for this year, living through its first trial by fire in international financial markets since making the currency convertible and adopting a fixed exchange rate three years ago. Back Page

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Cox Enterprises	16	Selos Healthcare	23
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## Chief price changes yesterday

PRAGUE (cont)		PARIS (cont)	
Fluor	16	Deutsche Tele Co	402 + 142
Alcoa	940 + 40	Elf Aquitaine	3044 + 164
Siger	2851 + 15	Legend	859 + 260
Dresdner Bank	1002 + 32	Parib	465 + 153
Novartis	1449 + 51	Thomson CSF	1715 + 83
Montefiore	432.5 + 13.5	Eco	855 - 29
		TELECOM (Paris)	855 - 29
J.P. Morgan	6116 + 176	Elf	820 + 48
Fidelity	78	Deutsche	820 + 58
Exxentric	57	Huawei	949 + 58
Phil Morris	476	Kennedy Klien	247 + 17
Procter & Gamble	376	Matra Milling	729 + 37
Union Carbide	244	Mondelez	689 + 39
U.S. Tech	644	Nissan Diesel	678 + 34
New York prices at 12.30:			
LONDON (cont)			
Fluor	140 + 7	Reliance	38 + 5
AMCI	2851 + 15	Reliance A	3014 + 3
Alcoa	1002 + 32	Sedisys A	1295 + 57
Novartis	1449 + 51	Tele	178 + 8
Montefiore	432.5 + 13.5	Thomson	165 + 10
		Widmer (SIS)	778 + 21
Carson Cossor	880 + 20		
General	126 + 7		
Goldman	556 + 23		
Hedge Fund	297 + 23		
Montefiore	25 + 3		
Union Carbide	278 + 13		
U.S. Tech	644 + 27		
New York prices at 12.30:			
LONDON (cont)			
Fluor	140 + 7	Reliance	38 + 5
AMCI	2851 + 15	Reliance A	3014 + 3
Alcoa	1002 + 32	Sedisys A	1295 + 57
Novartis	1449 + 51	Tele	178 + 8
Montefiore	432.5 + 13.5	Thomson	165 + 10
		Widmer (SIS)	778 + 21
Carson Cossor	880 + 20		
General	126 + 7		
Goldman	556 + 23		
Hedge Fund	297 + 23		
Montefiore	25 + 3		
Union Carbide	278 + 13		
U.S. Tech	644 + 27		

## Alcatel optimistic despite forecast of profits fall

By John Riddings in Paris

Mr Pierre Suard, chairman of Alcatel Alsthom, the French energy, telecommunications and transport group, has confirmed his forecast of a fall of between 10 and 20 per cent in net profits this year, but expressed optimism about the medium and long term.

Announcing stable net profits of FF1.06bn (£1.2bn) for 1993, Mr Suard said the group had the technological and international strength to resume profits

growth, although the timing of recovery would be determined by economic conditions in its main European markets.

"We are seeing the first encouraging signs arising from our technological efforts," he said. Alcatel was well positioned to take advantage of opportunities in multimedia and had maintained its dominance in the markets for high-speed trains and telecommunications

trains to South Korea would be finalised shortly. The group is also expected to regain control of Framatome, the state-owned nuclear power station group which is in the process of privatisation.

For 1994, however, Mr Suard forecast a difficult year, saying the weakness of the German, Italian and Spanish telecoms markets and the impact of price competition would combine with the group's high research and development spending to reduce profits.

Mr Suard described the 1993 perfor-

mance as "very favourable given the economic environment". Net debts were cut from FF120.52bn to FF7.25bn, largely because of cashflow of FF16.61bn. Earlier this month, the group announced a FF15m convertible bond issue.

Sales slipped from FF161.68bn to FF156.33bn. Europe accounted for 72 per cent of sales, while Asia contributed 11 per cent. All the group's divisions suffered lower sales, except for batteries.

Operating profits fell from FF9.5bn to

FF8.37bn in the telecoms division, and from FF12.67bn to FF12.25bn in the cable operations. GEC-Alsthom, however, the transport and engineering company jointly owned with GEC of the UK, raised operating profits from FF13.58bn to FF14.7bn.

Net income was also constrained by a FF1.5bn restructuring charge, compared with a FF3.2bn charge in 1992. R&D spending inched ahead to FF15.2bn. A dividend of FF15.2bn is proposed, compared with FF14.50.

## Astra takes over Japanese drugs venture

By Christopher Brown-Humes in Stockholm and Enrico Terazono in Tokyo

Astra, the Swedish drugs group, has finalised a SKr1.5bn (\$230m) deal with its Japanese partner Fujisawa, strengthening its position in the world's second largest pharmaceuticals market.

The agreement lifts Astra's stake in Fujisawa-Astra to 90 per cent, from 51 per cent, and gives it full management control.

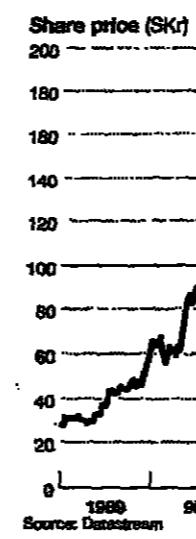
The Swedish group will also buy back the product rights for its local anaesthetics business from the Japanese group. Fujisawa will retain 10 per cent of the

venture and support it with manufacturing and distribution services.

Astra, one of the world's fastest growing pharmaceuticals companies, said the move was designed to bolster the position of its anti-asthma drugs in the Japanese market in the second half of the 1990s. "Our partners were reluctant to invest in the development of new inhaled anti-inflammatory asthma agents such as Pulmicort," it stated.

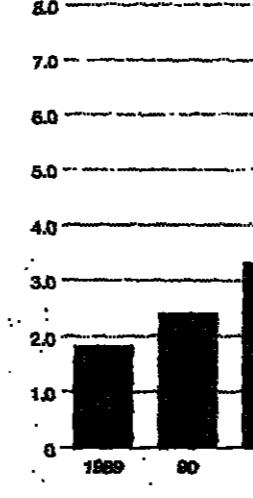
Pulmicort, Astra's second biggest selling drug with 1993 sales of SKr2.96bn, has yet to be launched on the Japanese market. The drug, with its Turbu-

## The rise and rise of Astra



Source: Bloomberg

## Pre-tax profit (SKr billion)



## INTERNATIONAL COMPANIES AND FINANCE

## CarnaudMetalbox posts 14% decline to FFr835m

By John Riddin in Paris

CarnaudMetalbox, the Anglo-French packaging group, yesterday announced a 14 per cent fall in net profits to FFr835m (\$143.25m) for 1993 and expressed caution about prospects for the current year.

Mr Jürgen Hintz, chairman, described 1993 as a tough year. "In half of Europe, currency translations reduced our profits by about 10 per cent compared with 1992. In the other half, packaging markets suffered the worst decline in about 20 years. Pricing pressure was severe everywhere," he said.

Mr Hintz added that pressures on prices and volumes resulting from the impact of recession remained severe. As a result, he said, "we have to

remain cautious about projecting any meaningful profit improvement for the year, at this stage". The group decided, however, to maintain the dividend per share.

According to Mr Hintz, the decline in the group's performance in 1993 had been limited by cost-saving measures, restructuring and the benefits of acquisitions. These included CarnaudMetalbox said the decline in profits was entirely the result of particular difficulties in the European beverage cans market, weak demand in Germany and specific problems in Asia.

In the bulk of the group's businesses, accounting for about 75 per cent of turnover, the company said that cost reductions and productivity improvements had compensated for weak market conditions.

## SE-Banken sells Swiss unit

By Christopher Brown-Humes in Stockholm

Skandinaviska Enskilda Banken, the leading Swedish commercial bank, has announced the sale of Banque Scandinaeve en Suisse (BSS) for more than SKr2bn (\$250m). The buyer is the Sandoz Family Foundation of Lau-

ssane. SE-Banken declined to reveal precise terms for the deal, but said it would have a "significant positive" effect on earnings and a "limited positive impact" on its capital ratios.

BSS, a private Swiss bank specialising in fund and asset

management, made a SKr22m (\$15.2m) profit last year and had total assets of SKr1.3bn as at December 31 1993.

Mr Lars Isacsson, SE-Banken chief financial officer, said the sale was part of the group's programme to concentrate on core activities. Earlier this year the bank sold three subsidiaries within the Finans-Scandinaeve group to GE Capital as part of the strategy.

Mr Isacsson said SE-Banken intended to remain involved in fund and asset management, but the emphasis would be on the Nordic area. "Banque Scandinaeve en Suisse developed a less Scandinavian flavour," he stated, adding that its im-

portance to the group had diminished as European integration had progressed. The bank intends to retain a private bank in Luxembourg to serve international clients.

SE-Banken has owned a stake in BSS since 1964 when the operation was set up in partnership with other Scandinavian banks. At the start of this year it held 79 per cent of the bank before buying the outstanding shares from the Northern Trust Corp of the US a month ago.

The Sandoz Family Foundation was set up in 1964 to maintain a 10 per cent voting stake in Sandoz, the Swiss pharmaceuticals group.

## AP Moller advances to Dkr2.91bn

By Hilary Barnes in Copenhagen

AP Moller, the shipping and oil and gas group, increased pre-tax profits to Dkr2.91bn (\$434m) last year from Dkr2.29bn in 1992, while net profit increased to Dkr1.96bn from Dkr1.53bn.

Turnover at the shipping business, Tankers & Liners in Partnership, rose to Dkr24.1bn from Dkr19.5bn and net profit

to Dkr1.45bn from Dkr1.05bn. Turnover in Oil and Gas Partnership, which is engaged in production of oil and gas from the Danish area of the North Sea, increased to Dkr3.47bn from Dkr3.3bn and net profit to Dkr134m from Dkr127m.

An increase was proposed in the dividends paid by the twin parent companies, D/S Svendborg and D/S 1912, both listed on the Copenhagen Stock Exchange. The dividend from

D/S 1912 goes up to 52.5 per cent per Dkr1.000 share from 45 per cent, and from D/S Svendborg to 75 per cent from 60 per cent, with the total up at Dkr224m from Dkr175m.

Group assets increased to Dkr4.32bn from Dkr3.81bn and equity capital to Dkr19.3bn from Dkr17.5bn. The preliminary report described the results of Maersk Line, which operates container-carrying services, as satisfactory.

Mr Moller said the group's

## Strategy changes help Cerus reduce loss

By John Riddin

Cerus, the French holding company controlled by Mr Carlo de Benedetti, the Italian industrialist, achieved a sharp reduction in net losses last year, to FFr231m (\$43.05m) from FFr1.56bn in 1992.

The group said the improved performance reflected its strategy of focusing on industrial activities and cleaning up its finances. Mr de Benedetti said the company was "in a position to prepare for take-off again".

The reduction followed reduced losses at its banking operations and a solid contribution from Valeo, the French vehicle components group in which Cerus holds a 30 per cent stake.

Losses at Duménil Leblé, the group's banking operation, fell to FFr263m from FFr1.34bn. Cerus said that its management had been "re-centred" in France, Luxembourg and Belgium and that the bank's principal risks had been resolved.

SE-Banken has owned a stake in BSS since 1964 when the operation was set up in partnership with other Scandinavian banks. At the start of this year it held 79 per cent of the bank before buying the outstanding shares from the Northern Trust Corp of the US a month ago.

The Sandoz Family Foundation was set up in 1964 to maintain a 10 per cent voting stake in Sandoz, the Swiss pharmaceuticals group.

In addition to curbing group losses, Cerus also achieved a sharp reduction in debts, partly through the sale of assets. Net debts, according to the group, were FFr105m at the end of last year, down from FFr1.45bn at the end of

1992.

• Credit Foncier lifted its gross operating profit by 45 per cent to FFr 3.24bn while the net attributable profit rose 25.4 per cent to FFr 515m during the 12 months to December 31 last year, Reuter reports from Paris. The group's total loan book grew 4 per cent to FFr333m. Subsidised loans fell 3.5 per cent and outstanding loans on long-term market sector loans rose 24 per cent.

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## INTERNATIONAL COMPANIES AND FINANCE

## CS Holding lifts voting stake in CS First Boston

By Richard Waters  
In New York

CS Holding, the Swiss financial group whose interests include Credit Suisse, has lifted its voting stake in the investment bank CS First Boston to more than 75 per cent.

The increase, from 68.5 per cent, takes the group closer to its objective of gaining outright ownership of the investment bank, which is in the middle of a worldwide reorganisation.

However, a number of institutional investors, led by Metropolitan Life, the US insurer, has rejected an offer from CS for the remaining voting shares.

CS said yesterday that it had bought the shares previously held by five of the investment bank's 12 institutional shareholders.

The largest seller was Mitsubishi Trust and Banking, which had owned 1.8 per cent. Three of the others were Japanese life companies and the fifth was a European investment manager, CS said.

## Eli Lilly set to benefit from new heart drug

By Daniel Green

The biggest clinical trials yet conducted for Centoxin, a new heart drug to be marketed by US company Eli Lilly, show it helps up to 35 per cent of patients, according to results published today in the US and tomorrow in the UK.

US and European approval and launch of Centoxin are likely during 1995.

More than 350,000 patients a year are potential recipients of Centoxin, said Mr Robert Califf of Duke University Medical Centre, one of the authors of the two papers.

Annual sales will be up to \$150m a year, according to Dr Jonathan Gelles, an analyst with Wertheim-Schroder, securities house, and further applications for the drug are being studied.

Similar products are being developed by Merck, the biggest US drug company, Roche of Switzerland, and Cor Therapeutics, a northern California biotechnology company, said Dr Califf.

Centoxin was developed by Centocor, a US biotechnology company in which Lilly has a near 5 per cent stake. The marketing rights to the drug reverted to Lilly when another of Centocor's drugs, the sepi-

tin treatment Centoxin, failed to make it through clinical trials more than a year ago.

The success of the drug is important to Centocor. The failure of Centoxin pulled its stock market capitalisation down to just over \$200m from \$1.5m in August 1992. It has now recovered to \$500m.

The clinical trial results, published in today's New England Journal of Medicine and in Saturday's The Lancet, show that Centoxin improves the success rate of a common procedure called coronary angioplasty, in which a small balloon is used to widen a partially blocked artery.

Angioplasty is cheaper than either of its two main alternatives: bypass surgery and treatment with the drug TPA. TPA is the most successful product from Genentech, another biotechnology company, say doctors from the University of Texas Southwestern Medical Centre, writing in the New England Journal of Medicine today.

The clinical trials studied the effects of the drug in 2,099 patients. They indicate that the drug cut the failure rate of coronary angioplasty in high risk patients to 8 per cent from 18 per cent after 28 days and by slightly less over six months.

## Corning starts year firmly

By Richard Waters

Corning, the US glass and high technology manufacturer, matched market expectations in the first quarter of the year with a 12 per cent rise in underlying earnings per share.

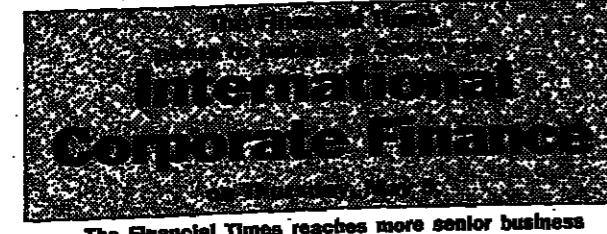
The advance came from the optical fibre and cable business, as well as environmental substrate. This more than offset what Mr James Houghton, chairman, called "a significant loss of revenues" in its clinical testing business.

Net income rose to \$56m or

28 cents a share from \$48.8m or 26 cents (26 cents before a one-off item) the year before. Sales rose to \$958m from \$817m, with half the growth due to the acquisition of Damion in the second half of last year.

The contribution from joint venture companies doubled to \$16.5m.

It reported a strong performance from Dow Corning, the joint venture company at the centre of a global breast implant settlement which last quarter caused Corning to take a \$20m charge against profits.



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\* Source: Financial Times Corporate Readership Survey 1993  
Source: MPA of Business and Financial Journals 1993

## Creditors back America West plan

By Richard Tomkins  
In New York

America West Airlines, the last big US airline still in Chapter 11 bankruptcy protection, yesterday said it had won its creditors' agreement to an amended reorganisation plan aimed at bringing the company out of bankruptcy by autumn.

The Swiss group said that its intention generally was to own all of the shares in its subsidiaries, though it believed that it was beneficial for the employees of an investment bank to have an economic interest in their business.

Employees of CS First Boston are thought to own around 19 per cent of the company's non-voting shares.

The offer to buy out the remaining shares followed an approach from some of the institutional holders, who had expressed a desire to sell, CS said.

Metropolitan Life, which owns 9.8 per cent of the voting stock, and Crescent Diversified, an investment vehicle which holds 5 per cent, were among those that turned down the offer, details of which were not released.

The reorganisation is backed by a consortium called AmWest Partners. This is led by

agreement between America West and Continental, under which the two airlines will work together in a number of operational and marketing areas - for example, sharing flight codes on the same routes and merging their frequent-flyer programmes.

Mr Bill Franke, America West's chairman, said the benefits of this alliance would be worth at least \$40m a year to America West. But he stressed that the airline would remain independent, along with its separate Phoenix hub and headquarters.

The reorganisation is backed by a consortium called AmWest Partners. This is led by

Air Partners, the investment group that brought Continental out of bankruptcy.

One of Air Partners' principals is Mr David Bonderman, Continental's non-executive chairman.

Other investors in AmWest

Partners are Continental itself; Mesa Airlines, a regional carrier based in New Mexico; and Fidelity Investments, a specialist in bankruptcy rescues.

AmWest Partners will invest up to \$24.9m in return for a 33.5 per cent stake in America West. The unsecured creditors, who rejected an earlier plan offering them 45 per cent of the company, will now get 59.5

per cent; current shareholders will get 5 per cent; and GPA Group, a secured creditor, will get 2 per cent.

Although this structure appears to leave AmWest Partners with a minority stake in America West, some of its shares carry more votes than the other shareholders', giving it more than 70 per cent of the votes.

• Continental Airlines, which

froze employees' pay and then cut it while in Chapter 11 bankruptcy protection, said it was resuming pay increases - but also said it would cut 1,000 jobs from its workforce of 43,000 over the next few months.

## Strong first quarter for Charles Schwab

By Richard Waters  
in New York

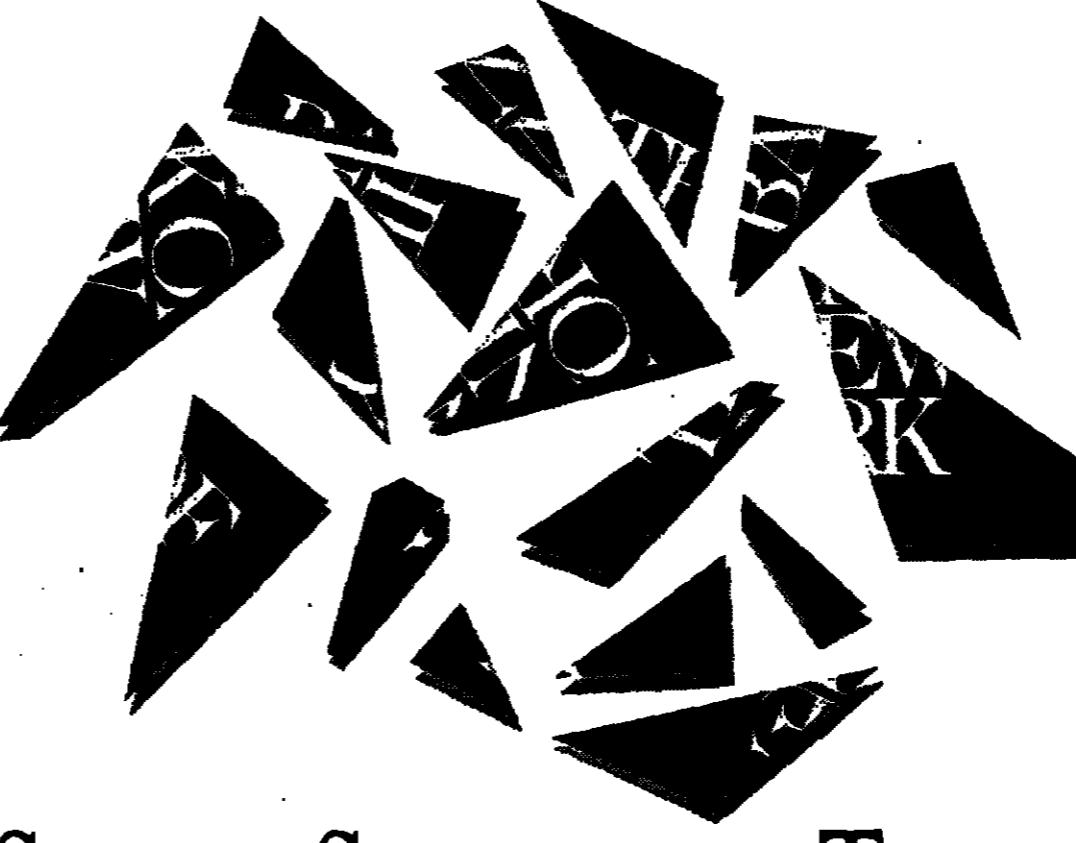
In January, Mr Charles Schwab, chairman, warned that first-quarter earnings were unlikely to match the exceptionally strong first three months of 1993.

But yesterday, Schwab said full figures to be published later this month would show net income of \$38m, or 66 cents a share, against \$34m, or 60 cents, in the earlier period.

Schwab, which specialises in low-cost dealing services, added that the amount of share trading it handles had not fallen in recent weeks, despite the decline in US stock and bond prices, and that volumes

continue to be "robust".

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## Philips Electronics N.V.

(The Netherlands)

### Notice convening the ORDINARY GENERAL MEETING OF SHAREHOLDERS

to be held on Thursday, May 5, 1994, at 2.00 p.m., in the BEURS-  
GEBOUW EINDHOVEN, LARDINHOESSTRAAT 8 (at the north side of the  
central railway station), EINDHOVEN.

The items on the agenda are as follows:

1. Opening.
2. Report on the activities of the Philips group in the financial year 1993.
3. Report of the Supervisory Board on the financial statements for 1993.
4. Adoption of the 1993 financial statements and declaration of a dividend.
5. Proposal to effect a legal merger between N.V. Philips' Gloeilampenfabrieken and Philips Electronics N.V.
6. Composition on the Board of Management.
7. Proposal to authorize the Board of Management for a period of 18 months to acquire shares in the Company.
8. Any other business.
9. Closing.

The complete agenda as well as the proposal to effect a legal merger have been deposited for inspection and are available free of charge at the office of the Company (Philips Finance Securities), Groenewoudseweg 1, Eindhoven and at the head offices of the banks listed below.

In so far as this is laid down in the Articles of Association, the proposals for nominations, together with information relating to the persons proposed, have been deposited for inspection and are available free of charge at the office of the Company (Philips Finance Securities) and at the ABN AMRO Bank N.V., Herengracht 595, in Amsterdam.

Shareholders of Philips Electronics N.V. who wish to attend the meeting, either in person or by proxy, must notify the Company not later than April 28, 1994 before 12.00 hrs. The following regulations apply:

#### A. HOLDERS OF SHARE-CERTIFICATES TO BEARER:

They should deposit such certificates, not later than April 28, 1994 before 12.00 hrs, at one of the following addresses in exchange for a receipt which will entitle the holder to admission to the meeting.

#### In the Netherlands:

the ABN AMRO Bank N.V. in Amsterdam, Herengracht 595 or at the office of the Company (Philips Finance Securities).

#### In the United Kingdom:

Hill Samuel Bank Ltd., London.

#### In other countries:

at the banks designated for such purpose. Further particulars can be obtained from Hill Samuel Bank Ltd., London.

#### B. HOLDERS OF REGISTERED SHARES:

They must notify the Company not later than April 28, 1994 before 12.00 hrs in the way indicated in the letter of convocation sent to them by or on behalf of the Company:

- with respect to shares of the Eindhoven Registry: at the office of the Company;
- with respect to shares of the New York Registry: at the office of Citibank, N.A., Equity Department, 111 Wall Street, 5th Floor / Zone 2, New York, N.Y. 10043, U.S.A.

Requests for copies of the Philips Annual Report 1993 should be sent to Hill Samuel Bank Ltd., 45 Beach Street, London EC2P 2LX, or to Philips Electronics N.V., Securities Dept., Gebouw VO-p, P.O. Box 218, 5600 MD Eindhoven, The Netherlands.

Eindhoven, April 7, 1994

The Board of Management



**PHILIPS**

## INTERNATIONAL COMPANIES AND FINANCE

### Judge hits at AT&T/McCaw deal

By Martin Dickson  
in New York

A US Federal judge has raised objections to American Telephone & Telegraph's planned \$12.6bn takeover of McCaw Cellular Communications, though he left open the door to eventual approval of the deal.

The ruling came from district judge Harold Greene, who oversaw the 1982 anti-trust legal settlement under which long-distance phone operator AT&T spun off its seven local telephone companies into separate businesses, known collectively as the "Baby Bells".

Judge Greene, who still monitors the settlement, ruled on Tuesday that AT&T's plans to buy McCaw, the largest cellular telephone service company

in the US, violated the 1982 pact, since this prevented AT&T from buying the "stock or assets" of any Baby Bell company. McCaw jointly owns with Baby Bells cellular networks in several large cities.

However, Judge Greene left open the possibility that he would eventually approve the deal, saying the 1982 agreement could be modified to permit this – provided AT&T showed it was in the public interest.

Analysts said the ruling was unlikely to derail the takeover, but could delay its completion, due over the summer.

AT&T said it would move quickly to state its case and was confident it could win a waiver and complete the merger on schedule.

They were barred from this area when they were spun off

from AT&T. Legislation before Congress would allow them into long-distance after a delay of several years.

Mr Joseph Nacchio, president of AT&T's consumer long-distance business, said his unit, True Rewards and True USA Savings, were winning back customers at a rate which was above internal expectations, Reuter reports from New York.

McCaw, the world's leading manufacturer of diesel engines, has issued an optimistic assessment of its first-quarter performance, writes Frank McGurk in New York.

The Indiana-based company said earnings in the three months to the end of March would "meet or perhaps exceed" its results in the fourth quarter.

On an operating basis, Cummins generated a profit of \$54.6m, or \$1.42 a share, in the final reporting period of 1993.

The estimate conformed with the forecasts of most analysts. Mr Gary McNamee, of Kemper Securities in Chicago, projected operating earnings of \$1.60 a share, based on sustained demand for heavy-truck engines and accelerating growth in the mid-range market.

The company added that its first-quarter revenues should reach the same level as in the final 1993 period, when it reported sales of \$1.12bn, a 10 per cent year-on-year gain.

#### Unions blamed as Lorenzo fails in airline bid

Mr Frank Lorenzo's ATX Corp is to appeal against a US Transportation Department decision denying it a certificate of fitness to operate an airline, Reuter reports from Washington. Mr Lorenzo blamed trade union influence for the rejection.

The department, in its rejection of ATX's bid to start up a short-haul, low-fare East Coast airline, cited Mr Lorenzo's record of safety and regulatory compliance problems.

His application was fought by airline unions, who charged him with driving two of his former carriers, Eastern Air Lines and Continental Airlines, into bankruptcy.

Mr Steve Kolski, ATX president, said that "the decision to turn down ATX was made by the department as a political pay-off to organised labour with total disregard for the law, consumers' interests, or the rights of private investors to start their own business".

Mr Randolph Babbitt, Air Line Pilots Association president, said that "justice has been done, and the public interest has been protected".

#### Colgate in Czech venture

Colgate-Palmolive's Czech subsidiary has signed a joint-venture agreement with Czech Spojene Kartacovny to produce toothbrushes, Reuter reports from Prague.

The deal calls for up to 400,000 toothbrushes to be made monthly at the plant in the southern Bohemian town of Pelsniruv, under the US company's label.

The companies said Czech demand was running at 12m-15m toothbrushes yearly. The Czech plant plans to export 80 per cent of its output.



Courtesy Advanced

Larry Fuller: shake-up aims to scrap unnecessary management

levels and 'put less distance between chairman and shop floor'

fields which are likely to be discovered.

Amoco is one of the larger gas producers in the UK sector of the North Sea, which he said is "somewhat less attractive" as a result of the government removing tax breaks on exploration.

Gas also figures highly in Amoco's plans worldwide. In the US, the high demand has kept gas prices firm despite downward pressure on oil; the same is happening in the UK.

Mr Fuller said Amoco will focus more on selling gas directly to users and consumers. It is also keen to expand into power generation, and willing to build and operate power stations in rapidly growing markets in Asia and Mexico.

Unlike many other integrated oil companies, Amoco's

chemical operations have remained profitable – partly because of its lack of exposure to Europe, where chronic overcapacity, exacerbated by recession, has led to widespread losses.

Even so, Amoco made only \$300m on chemicals last year, compared with more normal levels of around \$600m. But capital spending this year of about \$250m on chemicals will focus on fast-growing markets in Asia, a move which analysts say should help boost the division's profits.

The company's upstream international strategy includes participation in a consortium of western companies negotiating with the Azerbaijan government to develop offshore reserves in the Caspian Sea.

Those talks have been partly held up by the government's indecision over whether it or the national oil company should hold the Azeri state in the project, according to Mr Fuller.

The project is also waiting a decision on an export route for the oil. Mr Fuller believes two pipelines will be built, one through to a Russian port on the Black Sea and one to the south, possibly to Turkey.

"That would make a lot of economic sense," he said, as one of the main markets for Azeri oil is likely to develop in Turkey and neighbouring countries.

Amoco is also involved in Russia, where unresolved legal and tax issues continue to hamper Western companies.

### Novell appoints Frankenberg president

By Louise Kehoe  
in San Francisco

Novell, the leading US computer networking software company, has appointed Mr Robert Frankenberg, a senior Hewlett-Packard executive, as president and chief executive to succeed Mr Raymond Noorda, who is retiring.

The appointment puts to rest concerns about management succession at Novell. Mr Noorda, 68, had said last year that he planned to hand over the reins to a new chief executive.

He described low oil prices as "self-correcting" and said there were signs of strengthening gasoline demand in the US.

Low prices are not only causing

its three operating companies – production, refining and chemicals – to restructure.

A small corporate centre will be created and some services now provided by Amoco staff may be transferred to outside contractors.

Amoco looked outside the oil industry for a model, and is creating a structure similar to that of Xerox.

Mr Fuller, who was in London to brief UK employees on the plan, declined to say how many jobs would be affected, although there will be "fewer people on the payroll a year from now than there are today".

But Mr Fuller noted that "driving out duplication" as a result of mergers or takeovers can "take years".

He said additional government incentives would be needed if companies were to develop the smaller North Sea

fields which are likely to be discovered.

Amoco's criteria in assessing any merger or takeover target include "opportunities for rationalisation, complementary geographic coverage, people skills and the state of the balance sheet when you've finished".

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## COMPANY NEWS: UK

## From motorway to runway

National Express plans to expand its airport side. Tim Burt reports



ISTITUTO PER LA RICOSTRUZIONE INDUSTRIALE

ANNOUNCEMENT OF SOLICITATION  
TO OFFER FOR 32% OF SME'S SHARE CAPITAL

## Introduction

Istituto per la Ricostruzione Industriale (IRI) S.p.A. ("IRI"), headquartered in Rome, Via Vittorio Veneto 89, owns 281,949,665 shares in SME - Società Meridionale Finanziaria S.p.A. ("SME"), representing 62.12% of SME's share capital. SME, headquartered in Naples, Centro Direzionale, Via G. Porzio, 4, Isola A, Edificio 7 and registered at the Court of Naples at n. 22/1966 with fully paid-up capital of Lire 453,859,500,000 has the statutory purpose of owning and managing equity stakes in companies operating in particular in retailing (Società Generale Supermercati S.p.A. and its subsidiaries SI.CO and Serio), catering (Autogrill S.p.A.) and real estate development and trading (Commerciale Immobiliare Atena S.p.A.).

IRI intends to solicit and to screen offers for 145,235,040 shares, constituting 32% of SME's share capital (the "Offered Shares") from institutional investors and industrial entities, both Italian and foreign (the "Offer Process").

## Eligibility Criteria

The Offer Process will be open to interested groups ("Group") that include at least three participants, none of which is part of the same organisation (as defined below), with each Group consisting of at least one participant from each of the following:

- institutional investors
- companies engaged in the retailing and highway catering industries
- companies which are suppliers to the Italian retailing industry

For the purposes of this announcement, an organisation comprises a parent company and its subsidiaries.

Interested parties must either be part of a predetermined Group or must form a Group within the time frame allowed under the offer procedures described below in order to submit a preliminary offer for 32% of SME's share capital; such offer will then be followed by a definitive, binding offer. Each individual participant in a Group must be willing to acquire at least 18,154,380 of the Offered Shares (representing 4% of SME's Share Capital) and no individual participant in the Group will be permitted to acquire more than 108,926,280 of the Offered Shares (representing 24% of SME's Share Capital).

This invitation is extended only to limited liability companies or other entities which, as of the date of the last approved financial statements, had net worth of not less than Lire 15 billion, or which can provide equivalent guarantees acceptable to IRI. Brokers, trustees, partnerships and single persons are excluded.

## Procedures for Interested Parties

## Registration of Interest

Interested parties who meet the aforementioned requirements should direct enquiries, by letter or by fax, to Wasserstein Perella International Limited at the address given below, whereupon they will be provided with an application form to participate in the Offer Process, a description of the procedure to be followed and a Confidentiality Agreement, with a view to subsequently receiving the Information Memorandum and the text of the Sale & Purchase Agreement (which includes the draft text of the Shareholders' Agreement referred to below).

## Applications

The aforementioned application form and the Confidentiality Agreement signed by a legal representative should be submitted to Wasserstein Perella International Limited not later than 5:00 pm on Friday, April 29, 1994.

Any request received after 5:00 pm on Friday, April 29, 1994 or any request presented by: Wasserstein Perella International Limited, its parent company, subsidiaries or affiliates; or parties financed by the above subjects with the aim of acquiring the Offered Shares, their parent companies, subsidiaries or affiliates; or parties who provide financing to other parties for the purpose of the acquisition, their parent companies, subsidiaries or affiliates, will not be considered.

## Preliminary Offer

A preliminary offer, which must in any event be for all of the Offered Shares, may nevertheless be submitted by a Group whose members are committed to acquire at least three quarters of the Offered Shares (i.e. 24% of SME's share capital). Under these circumstances, prior to submitting a final offer, the Group will be required to procure one or two additional members who meet the aforementioned requirements who will commit to acquire the remaining shares.

Each Group will be deemed to form a concert party which will offer to acquire the Offered Shares. Under Article 10 of Italian Law 18/02/92 n. 149, the winning concert party will then be obliged to launch a compulsory "Offerta Pubblica di Acquisto" ("OPA") or public tender offer for a further 32% of SME's share capital.

The winning group, through a shareholders' agreement (the "Shareholders' Agreement") will constitute a core shareholder owning 50% of SME's share capital. This 50% will consist of the Offered Shares representing 32% of SME's share capital, together with a further 18% which will be acquired through the OPA. IRI will undertake to sell a sufficient number of shares to the winning Group to ensure the latter's acquisition of an additional 18% of SME's share capital. The acquisition by the Group of the Offered Shares together with the undertaking by IRI referred to above will guarantee the Group's position as principal shareholder of SME.

Any dealings by a member of the Group in the shares which are not subject to the Shareholders' Agreement must take place with the consent of all other members of the Group, and have regard to the optimum diffusion of SME's shares in the market.

It is anticipated that, at the close of the procedure, IRI will dispose of its remaining holding in SME (following the sale of the Offered Shares and any sale of additional SME shares to the winning Group under the provisions of the Shareholders' Agreement referred to above) by means of an "Offerta Pubblica di Vendita", or public offer for sale, giving pre-emption rights to employees of the SME group.

IRI has appointed Wasserstein Perella International Limited as its advisor in respect of the proposed transaction as described in this announcement. Parties interested in submitting an offer who satisfy the aforementioned eligibility criteria should notify Wasserstein Perella International Limited by letter or by fax at the following address:

Wasserstein Perella & Co. Limited  
10-11 Park Place - London SW1A 1LP - England

Attention: Mark Labovitch - Karen Dodd  
Tel: (+44 71) 499-4664  
Fax: (+44 71) 495-2545

This announcement and the related Solicitation to Offer represents neither a public offer under Article 1336 of the Italian Civil Code, nor a solicitation to public saving under Article 1/18 of Italian Law 07/06/74 n. 216 as amended.

The Italian text of this announcement and the other documents referring to this procedure will prevail over any other version. Requests for such documents should be directed to the above address. This announcement and the sale procedure are subject to Italian law; in the event of any controversy or dispute related to the above, the Courts of Rome (Italy) will have jurisdiction.

This advertisement, for which IRI is responsible, has been approved by Wasserstein Perella & Co. Limited, a member of the Securities and Futures Authority solely for the purposes of Section 57 of the Financial Services Act 1986. Wasserstein Perella & Co. Limited is acting for IRI in relation to the publication of this advertisement and is not acting for any other persons and will not be responsible to such persons for providing protections afforded to customers of Wasserstein Perella & Co. Limited or advising them as to any matter referred to herein.



A complementary service: East Midlands boosted National Express profits by £2.5m in 1993

Tonight a McDonnell Douglas DC-8 will descend through the clouds over Leicestershire and make its final approach to East Midlands, the regional airport owned by a company better known for coach travel than transatlantic flights.

When the aircraft comes to a halt it will be unloaded and refuelled by sub-contractors working for National Express Group, the long-haul coach operator.

The group regards the night flight arrival from Newark, New Jersey, as testimony to its success in diversifying from road travel into airport operations.

Less than a year since National Express acquired the airport from its council owners, its £27.1m investment has been transformed from a non-core activity into an integral part of its on-going business.

Its importance to National Express was underlined last month when the coach operator unveiled a 36 per cent increase in pre-tax profits to £9.3m (£6.8m) for 1993. Of that total, the airport contributed £2.2m after just five months as part of the enlarged group.

Those profits were boosted by the arrival of a number of new carriers, including United Parcel Services, the US express mail business, which last summer decided to move its cargo operations from London Stansted to East Midlands. Growth, meanwhile, in charter and scheduled traffic has underpinned a 10 per cent increase in passenger numbers to 1.37m.

By comparison, National Express' core long-haul coaches business struggled to take off last year. Passenger journeys on its UK express coach business fell by 6.6 per cent and turnover declined by 3.25 per cent to £22m.

Although the group is confident coach travel will bounce back, it believes profits would be enhanced further by an enlarged airport portfolio.

"The vision now is to expand the airport side. I would expect us to have one or two more airports by next year, but we're being very selective," says Mr Ray McEnhill, chief executive.

The gamble for National Express is whether it can repeat the success of East Midlands at other airports. Mr McEnhill believes it can, by adopting the same criteria which last July persuaded it to acquire the Leicestershire hub.

National Express was attracted to East Midlands by its existing charter and cargo business and its location next to the M1 motorway. Such criteria rules out a number of airports - many of them no more than enlarged aerodromes - and narrows the group's target range to a few sites, most of them council-owned.

Mr McEnhill's bargaining position for such airports has been strengthened by government policy.

Public spending rules prevent local authorities from borrowing on the open market to fund airport expansion and - facing cash constraints elsewhere - several councils are said to be considering disposals.

"We've examined five or six likely sites and it won't be long

before we select our target," Mr McEnhill says.

His attention is thought to centre on Bristol Airport, owned by the city council, which made pre-tax profits of £2.9m in the 12 months to March 31 last year and saw passenger numbers increase by almost a third to 1.1m.

National Express may consider an investment in Birmingham International, which is selling shares to fund an ambitious expansion programme, while airports at Coventry and Southend could also attract its interest.

The group's ability to bid for such sites has been enhanced by the terms on which it acquired East Midlands. It funded that transaction with £17.5m of medium-term debt, a £3.75m rights issue and cash reserves, and still emerged with a strengthened balance sheet.

The reason is simple. The airport's council owners sold the site at a £10m discount to its £37m book value, and it has since been revalued at £55.1m.

National Express would like to repeat the exercise with other councils and is prepared to fund such acquisitions by either returning to the market or increasing gearing from current levels of 22.5 per cent.

Industry trends have also played a part in persuading the coach group that runways offer better profit potential than motorways.

While revenues from express coach travel have declined, regional airports have seen demand climb steeply. Their popularity has increased with mounting congestion at London's two main hubs and pressure on tour operators to offer more diverse departure points.

Cargo carriers such as UPS, meanwhile, have been persuaded to move from the south-east by the promise of unrestricted night flights and easy access to the motorway network.

Encouraged by the increased activity, National Express has decided to invest up to £2m on extending the East Midlands runway and enlarging the apron space - enabling the airport to handle the largest fully-laden aircraft.

According to Mr McEnhill, these developments will see National Express emerge as a broadly-based transport group in which coach operations complement aviation activities.

"We make no secret of our desire to be an airport operator - it could account for more than 50 per cent of our profits in the near future."

## NEWS DIGEST

## Norish shows 14% advance to £2.66m

Norish, the Irish group which provides food refrigeration, freezing storage and distribution services, raised pre-tax profits by 14 per cent in 1993, from £2.32m to £2.66m (£2.55m).

Turnover increased to £11m (£10.6m). An exceptional item of £142,000 represented profit on the disposal of fixed assets.

Earnings per share came to 23.2p (20.7p). The final dividend is maintained at 7p for an unchanged total of 11.47p.

The company said it planned to adopt a facility whereby shareholders could elect to have their dividends payable out of Irish or UK profits.

## Slough pays £15m for industrial estate

Slough Estates, the industrial and commercial property developer, has paid £15.3m for the Railway Triangle, an industrial estate adjacent to the M27 motorway in Portsmouth.

The property, a long leasehold from Portsmouth City Council, was acquired from Universities Superannuation Scheme. It comprises 35 buildings with an annual net income of about £1.3m.

## Epwin expands in Canada

Epwin Group, a maker of PVC-u windows and doors, is acquiring 50 per cent of Berilux Polymers, based in Edmonton, Canada, for £8.5m (£1.7m cash).

Berilux, which makes its own range of PVC-u window extrusions, reported profits before interest and tax of £2.5m in 1993. Net assets at December 31 were £8.67m.

Epwin will fund the acquisition from its own resources and bank facilities.

## LAIT pays £9m for shopping centre

London & Associated Investment Trust, the retail property investment group, is to acquire the long leasehold of Dagenham's main shopping centre, The Mall, Heathway, for more than £5m cash.

Consideration will be financed from the group's own resources. The Mall, built in 1978, comprises 61,000 sq ft of retail accommodation. Current annual gross rental income is £33,000.

## INVITATION

to the Shareholders and Holders of Participation Certificates (hereinafter "Raiffeisen-Vermögensanteile")

to attend the

## ORDINARY GENERAL MEETING OF SHAREHOLDERS

of Raiffeisen Zentralbank Österreich AG to be held on Wednesday, April 27, 1994 at 10.45 a.m. at 1030 Vienna, Am Stadtpark 9, "Raiffeisen" (ground-floor).

## AGENDA

- 1) Presentation of the Annual Financial Accounts, of the Business Report of the Board of Management and of the Report of the Supervisory Board for the fiscal year 1993
- 2) Resolution on the distribution of the net profit
- 3) Resolution on the release of the members of the Board of Management and of the Supervisory Board
- 4) Election of the members of the Supervisory Board
- 5) Resolution on the reimbursement of the members of the Supervisory Board
- 6) Election of the Auditors for the fiscal years 1994 and 1995
- 7) Resolution on the increase of the share capital from ATS 2,660,000.00 by ATS 70,000.00 to ATS 2,730,000.00 by the issue of 70,000 new shares with a nominal value of ATS 1,000 each with a share premium of 200 percent, the new shares being entitled to profit from July 1, 1994
- 8) Resolution on the issue of participation capital ("Genussrechte" pursuant to Section 174 (3) Corporation Act) up to a total nominal value of ATS 13,279,400 entitled to profit, against waiver of the shareholders' rights of pre-emption
- 9) Amendment of the Articles of Association
- 10) Miscellaneous

Attendance is granted only upon presentation of certificates of deposit evidencing the deposit of shares or interim certificates with an Austrian notary public or with an Austrian or foreign bank. The deposit must be effected not later than April 21, 1994 (Section 18 of the Articles of Association).

The voting power of the shareholders corresponds to the nominal value of the shares.

In case votes are exercised by proxy a written proxy is required which will be retained by the bank.

Holders of "Raiffeisen-Vermögensanteile" are entitled to attend the Ordinary General Meeting of Shareholders. Their right to attend must be proven in the same manner as that of the shareholders (Section 18 of the Articles of Association by analogy).

THE BOARD OF MANAGEMENT

## INVITATION

to the Holders of "Raiffeisen-Vermögensanteile"

to attend

## A BRIEFING

concerning the Annual Financial Accounts for 1993. This briefing will be held on Wednesday, April 27, 1994 at 9.30 a.m. at 1030 Vienna, Am Stadtpark 9, 9th floor, Room B.

Holders of "Raiffeisen-Vermögensanteile" are entitled to attend this briefing. Their right to attend must be proven in the same manner as for the Ordinary General Meeting of Shareholders (Section 18 of the Articles of Association by analogy).

Vienna, March 1994

THE BOARD OF MANAGEMENT



Thames Water

## Irish Life shows 12% embedded value rise

By Tim Coone in Dublin

Irish Life, Ireland's largest funds manager in the life and pensions market, has reported a 12.6 per cent increase in embedded value from £49.6m to £55.3m (£63.1m) in 1993, which was broadly in line with market expectations.

In calculating the embedded value - the financial yardstick which measures the net present value of current and future surpluses expected to be generated from business books - the company has moved from a 15 per cent to 12 per cent discount rate policy. This is in line with the fall in money market rates.

Pre-tax profits edged ahead to £41.9m (£41.6m). Premium income increased by 19.6m - or 16.6 per cent - to £297.7m, with the strongest growth occurring in the US subsidiary, Interstate, where premium income grew by 48 per cent to £115.5m. Investment income

rose by 26 per cent to £30.9m. In the group's core Irish market, individual single premium sales - which had dropped sharply in 1992 to only £55.7m - staged a recovery and grew by 84 per cent to £91.3m, although this was still well down on the 1990 level of £141.1m. This sector has suffered through competition from low-tax savings products in the Irish market.

Overall premium income in the Irish market grew by 11 per cent to £455.5m, but market share slipped by two percentage points to 25.7 per cent.

The UK division saw premium income grow 21 per cent to £105.7m, but a fall in new business is anticipated in 1994, as the distribution network is overhauled and cost-cutting measures are implemented.

The company has also announced that it is to acquire another US subsidiary, the Boston-based First Variable Life for between \$50m and \$55m (£37.6m). The company is

## NEWS DIGEST

## CE Heath makes US disposal

CE Heath, the insurance broker, has sold its 44.61 per cent interest in Cornwall & Stevens, its southern US-based specialist agricultural risk broker, to Mutual Service Casualty Insurance of Minnesota.

Total consideration was £7.45m (£8.1m) cash, of which Heath's share amounted to £3.5m.

At the same time, Heath's New York underwriting subsidiary, Lloyds New York Insurance Company, has sold to MSI its lossmaking agricultural book of business for £350,000 cash. About 85 per cent of this business is introduced to LNY by C&S.

Earnings per share were 6.3p (up 10%), and a final dividend of 3.6p is recommended, maintaining the total at 5.7p.

Two new hotels were opened towards the end of last year, and were "trading encouragingly" in 1994, the company said.

In September, Friendly raised some £10m through a rights issue, reducing net borrowings to £31.1m and gearing to 37 per cent.

## Wimpey extends quarrying interests

George Wimpey is to reinforce its position in UK quarrying with a move to full ownership of Wimpey Hobbs, its west country and Wales quarrying company.

The move involves Wimpey's purchase for £7.5m of the remaining 20 per cent interest in Wimpey Hobbs held by Hobbs Properties, a family owned company.

Mr Joe Dwyer, chief executive, said full ownership improved the group's flexibility significantly. "We will be able to complete the merger of our two UK businesses - Wimpey Hobbs in the south and Wimpey Asphalt in the north - giving increased opportunities for rationalisation and investment," he said.

## Cookson to buy Union Carbide arm

Cookson, the industrial materials group, has signed a letter of intent to buy the electronic materials division of Union Carbide, the US chemicals manufacturer.

The final consideration for

the businesses, which had sales of £26m (£19m) last year, was not disclosed.

The acquisition will add protective coatings to the range of printed circuit board chemicals which Cookson supplies.

The deal covers three Union Carbide subsidiaries - London Chemical and Specialty Coating Systems of the US and Nova Tron, a UK company.

They will join Cookson's electronic materials division which had sales of £40m last year.

## Powell Duffryn waste collection buy

In line with its strategy of developing its share of the growing European environmental engineering market, Powell Duffryn has acquired Kigen Behere, the Netherlands-based designer and manufacturer of waste collection systems.

Powell Duffryn, which has interests in distribution and specialist engineering, said Kigen would complement its European refuse collection vehicle business.

Kigen has annual sales of £1.1m (£8.2m) and net assets of £1.4m.

## Andaman expands via share placing

Andaman Resources, the Belfast-based mineral exploration company, has agreed to acquire Southern Roadmarkings, together with a 24.9 per cent stake in Fleet International via the issue of 3.7m new ordinary shares.

In addition, Andaman will subscribe for £150,000 non-voting deferred shares in Fleet, a supplier of specific types of software to HM Prison Service.

For the year to end-March 1993 Southern Roadmarkings achieved operating profits of £60,000 while Fleet had sales of £450,000 for the first quarter of 1994.

The shares are being placed by Charles Stanley.

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New Issue / February 1994

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## B Matthews buys NZ lamb business

By Peggy Hollinger

Bernard Matthews, the turkey products group, yesterday announced its first foray into red meat production with the purchase of a New Zealand lamb business.

Earnings per share rose from 10.5p to 10.8p. The final dividend has been increased to 8.12p (5.44p) for a total up 8 per cent to 9.12p (8.44p).

## COMMENT

With the aftershocks of the 1992 currency crisis now behind it, strong growth in the US and an overhaul of its operations underway in both the Irish and European markets, the group is beginning to deliver on the expectations that had been created at its flotation three years ago. An increase in embedded value of £7.6m looks possible this year, and if goodwill of £100m is added for the value of cost savings and new business anticipated, then the current share price of 207p looks cheap by UK standards.

## Restructuring costs put Pittards in loss

Pittards reported pre-tax losses of £8.81m for 1993 after restructuring and closure costs of £8.3m relating to its withdrawal from clothing leather production, writes Jean Marshall.

There were profits of £283,000 for 1992, restated for FRS 3.

Turnover amounted to £114.6m (£100.8m) with £100.5m coming from continuing operations.

Before provisions, operating profits on continuing activities were £2.1m (£4.7m). The pre-tax result was £2.1m after net interest costs of £1.57m (£2.1m).

Losses per share came through at 35p against earnings of 0.7p, but a dividend of 1p (2p) is proposed for the year.

## Exide buys Big Batteries

Exide Corporation of the US has moved into the European battery market via the acquisition of Big Batteries for a sum in excess of £20m.

Big Batteries, based in

About 50 per cent of Advanced Foods' sales are outside Europe, to markets such as North America and Japan.

Matthews is expected to invest about £2m in expanding the business and will introduce lamb products through its distribution outlets in France and Germany this year.

Advanced Foods, owned by the New Zealand Meat Producers Board, was created in 1985 to produce lamb products using technology licensed from Matthews.

Last year Advanced Foods made profits of less than £1m on sales of £15m. Mr Joll said the purchase was expected to make a small contribution in the current year.

## INVITATION TO TENDER

## The Privatisation Fund of the Republic of Croatia

hereby announces an open tender to sell 30.36% of the equity of

## KRAS d.d. Zagreb

Croatia's largest confectionery producer

Kras is the largest producer of cocoa products, candies, biscuits and wafers in Croatia. The company has the capacity to produce over 41,000 tons of confectionery products yearly and has a domestic market share of approximately 50%. Kras is profitable and has very little debt, making it an extremely attractive investment opportunity.

Investors are sought who are able to further strengthen the company's technological and marketing position in order to continue its success.

Bids for Kras' shares are to be submitted on May 27, 1994 to the Croatian Privatisation Fund. The winning bidder will have the possibility of acquiring further shares through a capital increase.

EPIC and its local partner INVESTCO have been mandated as the exclusive advisors to the Privatisation Fund of the Republic of Croatia regarding this transaction. Financial and strategic investors who are interested in this opportunity may receive an Information Memorandum and tender documents against a fee of DM 1000 and the signing of a confidentiality undertaking. For further information, please contact us at the telephone numbers listed below.

EPIC, European Privatization and Investment Corporation  
Plösslsgasse 8  
A-1040 Vienna  
Austria

Mr. Peter Goldscheider  
tel: (+43-1) 501-1910  
fax: (+43-1) 501-1999

INVESTCO  
Investments & Finances Co.  
Plösslsgasse 8  
A-1040 Vienna  
Croatia  
Mr. Andrej Dvor  
tel: (+385-41) 422-518  
fax: (+385-41) 431-478

## FRESHFIELDS

## FINANCIAL TIMES

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## MARKET REPORT

## Early gains cut back before the close of trading

By Terry Byland,  
UK Stock Market Editor

The UK stock market extended its recovery yesterday, although shares closed well below the best of the day as Wall Street failed to carry through its overnight strength into the new trading session. Market strategists sounded somewhat cautious of applauding the equity rally, pointing out that the first day of the new financial year in the UK brought a sharp increase in trading volume which appeared to be grounded in tax-related deals.

A further shaving of interest rates at the money market repo auction in Germany, together with a firm performance from sterling, encouraged interest rate optimism. Gains in UK government bonds also buttressed confidence in the stock

market and little attention was paid to the rise in annualised MO money supply last month.

But the final reading on the FT-SE 100 index of 3,131.5 for a gain of 15.3 was well below the day's peak and did not even match the first reading on the index which opened some 26 points up in response to the Dow's overnight rise of 83 points. The FT-SE Mid 250 index, which includes a range of second line stocks, put on 15.1 at 3,218.1.

The early strength also reflected a substantial buy programme which appeared to be related to year-end tax trades and originated from a large US investment bank. Lines of stock, across both the Footsie and FT-SE Mid 250 ranges, were sold on Tuesday night by investors seeking to establish a tax loss for 1993-1994.

At the opening of the market yesterday, many of these stocks were rebought in deals which lifted the Footsie trading total sharply.

Boosted by these tax-related deals, Sean business for the day jumped by nearly one-quarter to 944.2m shares. But traders said business died away in the middle of the session, although reviving towards the close when both US Federal bonds and Wall Street

turned easier. The Dow Industrial Average was 14 points down when London went home for the day, leaving UK traders to watch New York markets closely for a lead to this morning's London opening.

London was somewhat slower than some continental European markets to respond to the improvement overnight in sentiment on Wall Street. Analysis of the UK market pointed to lingering uncertainties over the outlook for domestic base rates. Hopes for an early cut in rates to counterbalance the tax rises to be implemented this month appear threatened by the likelihood that the US Federal Reserve will tighten credit policy again soon, as well as by political uncertainties in the UK.

However, market confidence steadied yesterday. Hoare Govett, a specialist described as its first real Post-Open test, with most oil stocks moving ahead strongly after a repeat of a buy recommendation from BZW.

In particular, Hoare urges that the yield ratio of bonds to equities has remained relatively stable at around 2.1, compared with more than 3.3 at the time of the 1987 crash. "The two episodes have been entirely different," said Hoare.

US dollar strength helped the multi-nationals, with the pharmaceutical sector in good form. Across the wider range, the stress was again on manufacturing sectors, and consumer stocks continued to lag behind as the market focused on sectors more directly linked to UK economic recovery.

Bid talks  
power  
Hogg

News from Hogg Group, the insurance broker, that it is in discussions with a number of potential bidders triggered another strong burst of buying interest. Dealers said they expected an opening shot of around 210p in a bidding auction for Hogg and that an eventual take-out price for the group would be in the region of 250p a share. Hogg shares fin-

ished 23 stronger at 205p.

There was widespread speculation as to the identities of the other companies involved in talks with Hogg. In catastrophe, which held takeover talks with another UK insurance broker, CIE Health, last year, was seen as a possible bidder, as was Heath, JIB Group and Hambrus Insurance Services.

There was also talk that a number of US companies might be interested in Hogg, principally Aon Corporation.

## ICI recovery

Shares in ICI recovered from recent weakness, improving 16 to 302p, as some of the gloom

ier analysts appeared to be taking a more benign view of the company.

Hoare Govett, a former company broker which has been consistently bearish, argued that stabilisation in mainland Europe and a firmer base to the sector might render ICI slightly more attractive.

Although he stressed he was not yet changing his stance, Mr Martin Evans of Hoare said: "Given anecdotal comments from the European chemical industry... [ICI could]... surprise both internal and external observers by the magnitude and momentum of the favourable trading conditions. And some analysts were slightly disappointed at the volume

encouragement from a strong overnight performance on Wall Street fuelled interest in the high profile debut of House of Fraser. The confidence that fed into the UK market from New York encouraged institutions to take larger positions in the new stock.

The shares closed at a premium of 6% to their issue price of 180p and turnover of 22m shares was the second heaviest in London. However, the initial performance of the largest floatation this year did no more than match market expectations considering the favourable trading conditions. And some analysts were slightly disappointed at the volume

Much of the business was conducted by S.G. Warburg, the company broker, and most of the buying came from UK institutions.

Anticipation that Boots would sell its pharmaceutical division prompted active trading in the stock. Interest was sharpened by Boots' appointment of Credit Suisse to handle a future unbundling of the drug arm. UBS was a keen buyer of the stock. The shares added 12 at 519p in a volume of 3.5m.

Confirmation by Associated British Foods that it was in talks to sell its Baker's Own chain of bakery outlets to Greggs pushed the AB Foods' shares up 6 to 583p in thin turnover. Greggs was unchanged at 743p.

International conglomerate Hanson fell 4 to 265p, with one US brokerage said to have been an active seller.

Pharmaceutical group Glaxo improved 12 to 618p after recent underperformance as the shares responded to earlier strength on Wall Street and the company confirmed that Seretide, its anti asthma treatment, went on sale in the US.

Media and leisure conglomerate Pearson languished after one investor sold a block of 1.8m shares at 621p, well below the market price.

Analysts said that the shares had outperformed the FT-SE All-Share index by more than 40 per cent over the past year in spite of recent falls and investors had used last week's purchase of Software Tool-

works as an opportunity to take profits.

Pearson closed 7 weaker at 631p with 5.2m shares traded, unusually high for the stock.

The oil sector passed what

## EQUITY FUTURES AND OPTIONS TRADING

A recovery in stock index futures which began on Tuesday continued yesterday, although the lead futures contract closed off the day's

peak after a poor opening in the US markets, writes Joe Kibazo.

The Liffe June contract on the FT-SE 100 started at

3,140, up 13 from its previous close, and moved steadily forward over the next few hours. Buying was mixed, coming from both independent traders (locals) and the large institutions, and June climbed to its peak of 3,156 over lunchtime.

Light profit-taking saw the contract end 10 points off the earlier gain, but it was the decline on Wall Street that led to increased selling of June in the last hour of the session.

June finished at 3,133, up 6 from Tuesday's closing level but at a 7-point discount to its fair value premium to cash which stands at around 6 points.

Volume was 15,265 lots.

The Liffe FT-SE Mid 250 contract ended at 3,777, up 17 from its previous close, on substantially improved turnover of 217 trades.

However, business in the Liffe traded options was dull and volume fell to 29,165 contracts from Tuesday's 37,197. The total included 14,071 lots dealt in the FT-SE 100 option and 4,090 done in the Euro FT-SE 100 option.

Open interest figures are for previous day. \* Exact value shown.

## FT-SE 100 INDEX FUTURES (Liffe) £10 per full index point (APT)

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Jun 3140.0 3133.0 +8.0 3150.0 3124.0 15855 55237

Sep 3151.0 47.0 0 0 0 0 10

Dec 3163.0 +6.0

All open interest figures are for previous day. \* Exact value shown.

## FT-SE MID 250 INDEX FUTURES (Liffe) £10 per full index point

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Jun 3780.0 3777.0 17.0 3800.0 3775.0 217 2465

All open interest figures are for previous day. \* Exact value shown.

## EURO STYLE FT-SE 100 INDEX OPTION (Liffe) £10 per full index point

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Jun 3140.0 3133.0 +8.0 3150.0 3124.0 15855 55237

All open interest figures are for previous day. \* Exact value shown.

## EURO STYLE FT-SE MID 250 INDEX OPTION (Liffe) £10 per full index point

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Jun 3140.0 3133.0 +8.0 3150.0 3124.0 15855 55237

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Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Jun 3140.0 3133.0 +8.0 3150.0 3124.0 15855 55237

All open interest figures are for previous day. \* Exact value shown.

## FT-SE 100 ACTUARIES SHARE INDEX

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Apr 6 3191.5 3178.2 207.5 3169.5 3150.5 15855 55237

Apr 7 3177.5 3178.2 207.5 3169.5 3150.5 15855 55237

Apr 8 3180.0 3178.2 207.5 3169.5 3150.5 15855 55237

All open interest figures are for previous day. \* Exact value shown.

## FT-SE ACTUARIES ALL-SHARE

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Apr 6 3190.5 3178.2 207.5 3169.5 3150.5 15855 55237

Apr 7 3178.2 3178.2 207.5 3169.5 3150.5 15855 55237

Apr 8 3180.0 3178.2 207.5 3169.5 3150.5 15855 55237

All open interest figures are for previous day. \* Exact value shown.

## FT-SE ACTUARIES SHARE INDICES

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

Apr 6 3191.5 3178.2 207.5 3169.5 3150.5 15855 55237

Apr 7 3178.2 3178.2 207.5 3169.5 3150.5 15855 55237

Apr 8 3180.0 3178.2 207.5 3169.5 3150.5 15855 55237

All open interest figures are for previous day. \* Exact value shown.

## FT-SE 350 INDUSTRY BASKETS

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

FT-SE 100 3142.8 3136.5 15.0 3131.0 3128.1 15855 55237

FT-SE Mid 250 3176.3 3170.4 37.0 3177.0 3179.1 15855 55237

FT-SE A 3165.1 1593.4 1594.5 1590.0 1593.1 15855 55237

All open interest figures are for previous day. \* Exact value shown.

## FT-SE ACTUARIES 350 INDUSTRY BASKETS

Open High Low Vol Int. Day's Int. Day's P/E x4 adj. Total Return

FT-SE 100 3142.8 3136.5 15.0 3131.0 3128.1 15855 55237

FT-SE Mid 250 3176.3 3170.4 37.0 3177.0 3179.1 15855 55237

FT-SE A 3165.1 1593.4 1594.5 1590.0 1593.1 15855 55237

All open interest figures are for previous day. \* Exact value shown.

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## MARKETS REPORT

## Dollar rally continues

A fairly small cut in the German repo rate yesterday helped the dollar and sterling maintain a firmer tone on foreign exchanges, writes Philip Gouth.

The US currency was also helped by a story in the Washington Post newspaper saying that the Federal Reserve was unlikely to change short-term interest rates until financial markets calmed.

The Bundesbank cut the repo rate by three basis points to 5.73 per cent, in line with market expectations following tighter money market conditions recently.

The dollar closed in London at DM1.711 against the D-Mark from DM1.7071 on Tuesday. Sterling rose slightly against the US currency to finish at \$1.4678 from \$1.4638. It was also stronger against the D-Mark, finishing nearly two pence higher at DM2.5173 from DM2.5167.

Elsewhere in Europe the D-Mark was generally firmer after a range-bound trading session. The Belgian franc was barely changed after the central bank cut rates by 10 basis points to 5.85 per cent.

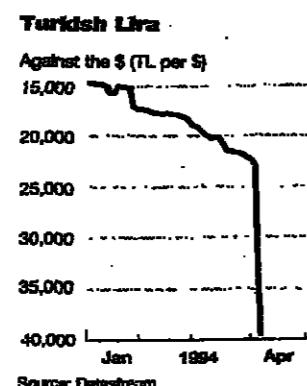
The Italian lira weakened following signs of dissension among the Freedom Alliance coalition which won last week's election.

■ The Washington Post story quoted Fed officials saying rates would not be moved until markets had stabilised and the impact of the fall in share prices and rise in long term interest rates had been assessed.

Although higher US rates - nobody is suggesting they will fall - should be dollar positive, the market appears to have reasoned that interest rate stability will also favour the dollar as it will calm US equity and bond markets, encouraging capital inflows.

Mr David Cocker, currency analyst at Chemical bank, said the improved performance of the dollar and sterling - a reversal of last week's move - indicated a possible "return to looking at the fundamentals rather than looking at inflation."

Analysts, however, questioned the durability of these



Source: Datastream

DMLShn from the banking system yesterday. Rates were in a fairly wide range from 5.85 per cent to 6.05 per cent, slightly up from Tuesday's 5.80/6.00 per cent. Opinion seems to favour rates moving higher.

There was little movement in the futures market with the June euromark contract finishing three basis points lower at 94.54.

■ The recent woes of the Turkish lira continued yesterday with the currency falling by 20 per cent against the dollar to trade at TL40,000/\$, against Tuesday's close at TL32,000, before recovering slightly to TL38,500.

The central bank set its official dollar rate at TL39,933, up from TL32,053 on Tuesday. The bank, which effectively devalued its official dollar rate by 28 percent on Tuesday, calculates the rate as the average dollar rate of 10 banks on the interbank market at 1200 GMT.

The lira was weakened by falls in overnight money rates, at 90 per cent against 120 per cent when trading opened. Analysts said that now that the bank had decided to devalue, it was predictable that speculators would try and drive the currency lower.

In Portugal, meanwhile, the escudo stabilised as the central bank persisted with its policy of high interest rates. The currency closed at Es101.3 against the D-Mark from Es101.8. The bank again injected funds into the money market at 13 per cent and 14 per cent compared to a previous rate of 10 per cent.

He said these premia should attract capital inflows. Mr Norfield said econometric estimates also suggested that the pound was fairly valued "in the mid-2.50's".

Short sterling futures also continued their recovery with the June contract finishing three basis points firmer at 94.50. The December future was 12 basis points firmer at 94.03. The Bank of England, meanwhile, put £500m into the discount market compared to a forecast shortage of £750m.

■ German call money remained fairly tight after the Bundesbank surprised the market by withdrawing a net

of £1.2 billion from the market.

Analysts, however, questioned the durability of these

## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

	BEF	DKR	FF	DM	IE	L	FL	NKR	Es	Pta	SKP	SEK	CS	S	Y	Ecu
Belgium	BEF90	100	19.05	4.955	2.005	4985	5.449	21.05	491.9	592.7	22.48	4.105	1.299	3.912	2.002	2.512
Denmark	DKR90	100	8.724	2.551	1.004	2.024	2.083	11.08	255.5	206.4	1.257	1.014	2.058	1.488	5.200	1.200
France	FF91	80.23	11.46	10	2.24	2.035	2.322	12.08	298.3	236.6	13.55	2.472	1.162	2.399	1.705	1.513
Germany	DM90	20.00	3.920	3.420	1	0.413	0.953	4.35	103.9	80.89	4.832	0.845	0.397	0.803	0.898	0.517
Iceland	IK95	4.85	5.467	8.276	2.420	1	2.33	2.716	10.49	24.52	5.082	0.808	0.450	0.803	0.898	0.517
Italy	LI94	2.134	0.405	0.354	0.104	0.091	0.091	0.04	100	0.116	0.091	0.088	0.041	0.083	0.088	0.051
Netherlands	FL95	18.35	3.492	3.047	0.891	0.369	0.688	1	5.88	3.082	90.27	72.07	4.127	0.753	0.754	0.461
Norway	NO92	47.52	9.030	2.207	0.843	0.223	0.208	2.08	227.0	18.76	10.69	1.051	0.517	0.517	0.517	0.517
Portugal	PT94	3.295	3.093	3.275	1.207	0.924	0.924	0.95	10.08	2.708	1.004	0.998	0.500	0.500	0.500	0.500
Spain	ES94	25.46	4.846	4.227	1.236	0.511	1.193	1.288	5.589	125.2	100	5.27	1.045	0.491	0.998	0.721
Sweden	SEK93	4.46	4.841	7.382	2.159	0.892	2.033	2.422	8.357	218.7	174.8	1.025	0.658	1.739	1.359	13.161
Switzerland	CHF94	24.36	4.636	4.045	1.181	0.489	1.141	1.328	5.127	119.8	95.86	5.479	1	0.470	0.963	0.690
UK	£91.84	9.866	8.607	2.517	1.040	2.429	2.825	10.81	255.0	203.6	11.68	2.128	1	2.028	1.453	1.302
Canada	CA95	25.56	4.865	4.244	1.241	0.513	1.198	1.393	5.820	125.7	100.4	5.750	1.043	0.493	1.024	0.642
US	\$91.77	5.47	5.07	4.752	1.708	0.708	1.655	1.924	7.432	173.7	138.7	4.150	0.691	1.361	1.046	0.887
Japan	Y91.77	2.14	2.14	2.07	0.677	0.207	0.207	0.207	7.02	192.5	158.2	1.655	0.598	1.564	1.000	0.842
Ecu	PE92	28.75	5.758	25.918	1.000	0.330	0.330	0.330	8.779	195.9	158.4	9.955	1.534	1.768	1.127	0.770

Yen per 1000: Danish Krone, French Franc, Norwegian Krone and Swedish Kroner per 100; Belgian Franc, Ecu, Lira and Peseta per 100.

## D-MARK FUTURES (MM) DM 125,000 per DM

Open	Latest	Change	High	Low	Est. vol.	Open Int.
Jun	0.5803	-0.0012	0.5824	0.5807	75,740	92,918
Sep	0.5804	+0.0009	0.5804	0.5793	131	118
Dec	-	0.5781	-	-	6	118

## SWISS FRANC FUTURES (MM) SF 125,000 per SFr

Jun	0.6897	+0.0012	0.6926	0.6896	36,840	34,247
Sep	0.6895	-	0.6920	-	83	321
Dec	-	0.6880	-	1	46	-

## WORLD INTEREST RATES

## MONEY RATES

Apr 6	Over night	One month	Three months	Six months	One year	Lond. Int.	Dis. rate	Repo rate
Belgium	-	6.6	6.6	6.6	7.40	5.00	-	-
France	-	6.6	6.6	6.6	7.40	5.00	-	-
Germany	-	6.6	6.6	6.6	7.40	5.00	-	-
Ireland	-	6	6	6	6	7.75	-	-
Italy	-	6	6	6	6	7.75	-	-
Netherlands	-	5.47	5.47	5.47	5.47	5.25	5.73	-
Spain	-	5.47	5.47	5.47	5.47	5.25	5.73	-
Sweden	-	5.47	5.47	5.47	5.47	5.25	5.73	-
Switzerland	-	5.47	5.47	5.47	5.47	5.25	5.73	-
UK	-	5.47	5.47	5.47	5.47	5.25	5.73	-
Belgian Franc	61.95	6.6	6.6	6.6	6.6	6.6	6.6	6.6
D-Mark	6.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Dutch Guilder	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
French Franc	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1
Portuguese Esc.	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1

## WORLD STOCK MARKETS

EUROPE										WORLD STOCK MARKETS										EUROPE																	
APR 6 / SDR					APR 6 / PPS					APR 6 / PPS					APR 6 / PPS					APR 6 / PPS					APR 6 / PPS												
High	Low	Yld	Prc	Chg	High	Low	Yld	Prc	Chg	High	Low	Yld	Prc	Chg	High	Low	Yld	Prc	Chg	High	Low	Yld	Prc	Chg	High	Low	Yld	Prc	Chg								
Austria	+15	2,900	1,750	24	Lebanon	1,205	+10	1,205	1,154	-0.9	NETHERLANDS (Apr 5 / PPS)	12,710	+10	12,659	11,350	0.2	Norway	947	+25	713	605	1.1	Spain	913	+10	900	845	-0.6	U.S. Mkt	722	+17	630	678	1.4	2,000 Compt	78	78
Belgium	2,000	+90	824	898	0.8	Legos	225	+2	225	215	-0.6	ARMENIA	95.10	+1	92.70	84	-2.4	Stocks	1,190	+10	1,150	1,125	-1.5	U.S. Corp	725	+17	630	678	1.4	16,000 Group	111	111					
Denmark	3,671	+10	3,671	3,665	-0.6	Malta	176	+10	176	165	-0.6	ASIA (Apr 5 / PPS)	2,185	+10	2,185	2,150	-0.3	Stocks	1,190	+10	1,150	1,125	-1.5	U.S. Corp	725	+17	630	678	1.4	16,000 Group	111	111					
Finland	2,000	+15	1,985	1,959	12	Marlboro	225	+2	225	215	-0.6	ASIA (Apr 5 / PPS)	95.10	+1	92.70	84	-2.4	Stocks	1,190	+10	1,150	1,125	-1.5	U.S. Corp	725	+17	630	678	1.4	16,000 Group	111	111					
France	2,000	+15	1,985	1,959	12	Market	152	+10	152	149	-0.3	ASIA (Apr 5 / PPS)	95.10	+1	92.70	84	-2.4	Stocks	1,190	+10	1,150	1,125	-1.5	U.S. Corp	725	+17	630	678	1.4	16,000 Group	111	111					
Germany	1,900	+15	1,885	1,859	12	Market	152	+10	152	149	-0.3	ASIA (Apr 5 / PPS)	95.10	+1	92.70	84	-2.4	Stocks	1,190	+10	1,150	1,125	-1.5	U.S. Corp	725	+17	630	678	1.4	16,000 Group	111	111					
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## AMERICA

## Dow retreats after midday drop in bonds

## Wall Street

US share prices fell back yesterday morning as a sudden drop in bond prices near mid-day left investors wondering whether Tuesday's rally was only a pause in a continuing retreat by the financial markets, writes Frank McCarty in New York.

By 1pm, the Dow Jones Industrial Average was 10.66 lower at 3,664.75, while the more broadly based Standard & Poor's 500 was down 2.24 at 446.05. In the secondary markets, the American SE composite slipped 1.37 to 439.62 and the Nasdaq composite dropped 4.42 to 746.51.

Volume on the New York SE was moderate, with 175m shares traded by 1pm. Declines held an edge over advances by 1.05 to 885.

When the session opened, it appeared that a sense of normality had returned after successive days of routs and rallies.

After the previous day's 82-point surge by the Dow - its biggest gain since December 23, 1991 - investors appeared uncertain about the next step.

Share prices were mixed, with the blue chips coming in and out of positive territory, and smaller-capitalisation stocks showing moderate weakness as profit-takers capitalised on Tuesday's powerful advance on the Nasdaq.

A measure of urgency returned later as the price of the benchmark 30-year government bond, which had been showing slim losses during most of the morning, lurched down by nearly three-quarters of a point at midday.

Selling followed news of fresh weakness in the mortgage-backed securities market, which dragged bonds and stocks down last week.

Stocks quickly fell in step with the fixed-income action, but share prices stabilised before another broad sell-off could develop.

Four stocks were responsible for most of the Dow's decline. General Electric fell \$1 to 97.97; Philip Morris dropped \$1 to 94.71; Union Carbide shed \$1 to 94.24; and United Technologies lost \$1 to 96.47. JP Morgan, up \$1.4 to 96.16, bucked the trend.

General Motors was in demand before the release of March sales figures of motor vehicle manufacturers, climbing \$1.4 to 53.87, and after JP Morgan issued a "strong buy" recommendation. Ford inched \$1.4 to 56.05 and Chrysler gained \$1.4 to 54.54.

Promus, a hotel and casino operator, fell \$3.4 to 37.75 on heavy volume of 1.3m share on news that voters in Missouri had rejected a proposal to allow slot machines in river-boat casinos. Elsewhere, Circus Circus shed \$1 to 83.14 and Station Casinos fell \$4.4 to \$14.

FRANKFURT showed some enthusiasm for laggard stocks,

## EUROPE

## Another good day for bourses as oil majors rise

Bourses had a good day overall in spite of easing in the afternoon as Wall Street found it difficult to sustain an early advance, writes Our Markets Staff.

PARIS kept on the positive track with a rise in the CAC-40 index of 97.97, or 1.3 per cent, to 7,497. Union Carbide shed \$1 to 94.24 and United Technologies lost \$1 to 96.47. JP Morgan, up \$1.4 to 96.16, bucked the trend.

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and more for the currently fashionable cyclical, as the Dax index rose 32.91 to 2,191.20 on the session, before drawing back to 2,184.89 after hours.

Turnover was reported as thin after Tuesday's DM6.7m. Among the laggards, Allianz, the insurer, acknowledged a small cut in repo rates and hopes for a discount rate cut next week as it advanced DM62 to DM2,655 for a two-day gain of DM112. In the same sector, Munich Re had ex-rights worth DM288 a share and rose a net DM7 to DM2,500.

In construction, said Mr Matthias Weltz of Merck Finck in Düsseldorf, Hochstet and Holzmann may have caught the eye of funds looking for recent underperformers, and ready to place their first-quarter inflow. The shares moved ahead DM32 to DM1,092 and DM40, or 4.5 per cent, to DM255 respectively.

In carmakers, BMW, Daimler and Volkswagen all had respectable gains but they were outperformed by Bayer and Hoechst in chemicals, the former enjoying the second day

## FT-SE Actuaries Share Indices

Apr 8	THE EUROPEAN SERIES						
	Open	10.30	11.00	12.00	13.00	14.00	
FT-SE Eurotrack 100	1444.22	1445.81	1444.17	1445.73	1450.05	1448.47	1448.37
FT-SE Eurotrack 200	1470.32	1469.53	1467.34	1469.76	1472.01	1470.14	1468.41

Apr 5	THE EUROPEAN SERIES					
	Open	Mar 31	Apr 5	Mar 29	Mar 28	Mar 27
FT-SE Eurotrack 100	1416.02	1416.02	1405.07	1407.15	1408.02	1408.02
FT-SE Eurotrack 200	1446.82	1446.82	1445.59	1452.57	1463.31	1463.31

See 100 Eurotrack, right; 100 - 1451.35; 200 - 1471.35; 100 - 1444.07; 200 - 1468.41

good day on hopes that a new government will boost building and public works. Italcombi

rose L520 or 3.4 per cent to L15,800, Cogefar added L74, or 3.5 per cent to L2,221 and Calcastrozz added L853 or 6.8 per cent to L13,355.

Telecommunications saw a rare day of profit-taking. Stet retreated L30 to L4,748 and Sip

ZURICH was propelled higher as the strong financial sector, the SMI index adding 1.7 per cent.

AMSTERDAM built on Wednesday's good performance with major international stocks pulling ahead.

The AEX index finished up 7.41 or 1.8 per cent at 412.81.

The day's activity was helped by the bounce in Wall Street overnight, as well as a solid gain by Royal Dutch which has lost some 9 per cent in value since its year high at the end of January. The shares closed up DM32 to DM1,937, with traders putting the gain down mainly to short covering, while it was also seen to be tracking the performance in London of Shell, lifted by the

general improvement in sentiment for oil stocks.

MILAN overcame some early nervousness to resume its advance although Mr Silvio Berlusconi broke off talks on a new government with his right wing allies. The Comit index finished 7.98 higher at 73,985.

Mr Nicola Braendli at Akros

Sim in Milan commented that investors remained confident a right-wing government could be formed. He said that huge

liquid domestic funds continued to be used by foreign investors, while foreign equities were refraining from taking profits after the market's recent surge.

Construction stocks had a

Tuesday's favourites maintained their appeal.

Repul rose Pta125 to Pta135 in line with oil stocks around Europe, and Telefónica another Pta50 to Pta780 in spite of a debate on tariffs, and the implementation of Spain's policy of opening up its telecommunications sector to an expected wave of foreign competition.

ISTANBUL rose a further 7.7 per cent as the market continued to react favourably to the government's economic measures, announced late on Tuesday.

The composite index added 1,858.18 to 15,899.18.

However, while equities strengthened further against the dollar, the Turkish lira was effectively devalued by 2.8 per cent on Tuesday as the government announced its three-month austerity package, and yesterday the dollar climbed TL1,750 to end at TL39,500 on the interbank market.

Written and edited by William Cochrane, John Pitt and Michael Morgan

## ASIA PACIFIC

## Nikkei further improves as regional markets rebound

## Tokyo

The sharp upturn on Wall Street and the yen's slight retreat against the dollar moved the Nikkei 225 average moderately higher yesterday, writes Emiko Terazono in Tokyo.

The index added 133.53 at 15,887.74 after a day's low of 15,633.33 and a high of 15,878.28. Institutional investors and foreigners were seen buying, while the overnight advance on the Chicago futures market also prompted arbitrage-linked purchases.

Technical selling ahead of tomorrow's option settlements eroded some of the gains.

Traders said some investors were still nervous about fluctuations on the New York stock market, while the domestic political situation also kept some people away. The opposition Liberal Democrats have been heightening calls for

Prime Minister Morihiro Hosokawa to clarify his dealings with Sagawa Kyubin, the trucking company alleged to have loaned him Y100m.

In the latest twist of events,

Mr Hosokawa was quoted as saying he wanted to resign on Tuesday, causing an uproar within the coalition and the opposition parties.

Volume rose to 240m shares from 222m, with increased participation from overseas investors returning to the market after the Easter holidays. Advances led falls by 743 to 355, with 144 issues unchanged.

The Topix index of all first section stocks gained 1.58 at 1,600.41 and the Nikkei 300 put on 1.91 to 292.99. In London the ISE 50 index firmed 3.47 to 1,310.81.

Some speculative favourites gained ground on individual buying. Sumitomo Coal Mining moved ahead Y45 to Y903 and Honshu Paper Y40 to Y788.

Machinery makers, seen as

laggards recently, were firmer. Okuma rose Y21 to Y821 and Amada Y60 to Y1,160. Textiles also higher, Toyobo adding Y19 at Y470 and Toray Industries Y10 at Y90.

Continued concern over its call rate rise hit Nippon Telegraph and Telephone, which declined Y6,000 to Y900,000.

Earlier this week the cabinet raised worries over the possible negative impact of the planned rise in a number of public utility rates on the sluggish economy.

Photo selling hurt Fuji Photo Film, which weakened Y5 to Y2,130. Some high-technology issues were lower on profit-taking, with Sony losing Y10 at Y9,900.

Toyota Motor receded Y10 to Y1,990 and Honda Motor declined Y40 to Y1,860.

In Osaka, the OSE average closed 27.76 higher at 21,963.79 in volume of 17.5m shares. In spite of the rise in the index, Aoyama Trading, the men's

suits retailer, shed Y200 to Y5,390 on profit-taking.

## Roundup

Wall Street's overnight rally provided the impetus for sharp rises in markets throughout the region.

HONG KONG rallied sharply on a technical rebound, although profit-taking pulled prices off the day's highs. The Hang Seng index ended 204.40, or 2.3 per cent, up at 8,234.31, having been 346 points ahead at the morning peak.

Blue chip property shares closed mixed after being prodded by strong bargain hunting early in the day. SHK Properties rose HK\$1.50 to HK\$4.50 and Cheung Kong added 25 cents at HK\$38.75.

TAIWAN traded higher as demand by domestic trust funds for electronics issues intensified in late business, on expectations of good results to come, although interest in other sectors was limited.

The weighted index rose 60.88 to 5,481.86 in turnover

34.1 higher on the day at 34,041.

BHP surged 38 cents to A\$16.74 and CRA gained 28 cents at A\$16.75, while News Corp pulled back to close 3 cents ahead at A\$9.37 to close 3 cents ahead at A\$9.35.

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## DANISH BANKING AND FINANCE II

An official commission of inquiry is due to report later this year on bank rescues

The Danish commercial and savings banks have usually been able to absorb banks which have run into serious trouble without much fuss and without losses to depositors or other creditors but the process has gradually become more difficult.

After a long recession and pressure on their own earnings, the big banks are now reluctant to take over banks which are heading for bankruptcy because of incompetent management.

As Mr Poul J. Svanholm, chairman of Den Danske Bank's supervisory board (he is chief executive of the Carlsberg Brewery group as well) told Danske's annual general meeting of shareholders in March: "It is unacceptable for our shareholders if we have to pick up the tab for losses incurred by incompetent management at other banks."

Danske is strong enough to pick other banks off the floor, but it already has a one-third share of the domestic market. Apart from the question of losses to its shareholders, it does not feel that it should grow larger by acquisitions, said Mr Knud Sorensen, its chief executive. Unidanmark, is no more anxious to take over ailing banks than Danske, says Mr Thorleif Krarup, chief general manager.

Since 1984, according to Mr Egil Molgaard, director gen-

eral of the state's finance industry supervisory authority, a total of 51 banks has ceased to exist.

Most have been absorbed by other banks. Only four have gone bankrupt. In no case did depositors lose their money, but in the cases when banks

reacted by ruling that in future banks may not lend money to their customers to buy bonds in the customer's own bank. As Sydbank took over more liabilities than assets from Varde Bank, Varde Bank had to pay Sydbank for the acquisitions. This required loans to Varde

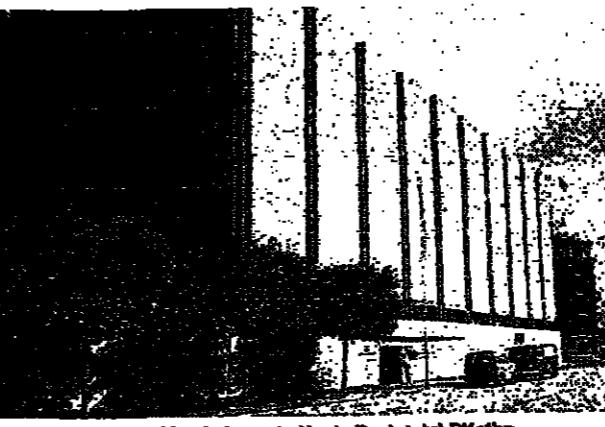
It is being wound up after

The commission is not expected to report until later this year.

In the meantime, an important change has been made in the rules governing the banks' and savings banks' Depositor Guarantee Fund, which may help to smooth the way for bank liquidations.

The fund, which is financed by the banks themselves, guarantees that no one with net deposits in a bank of under DKK50,000 will lose money if a bank goes bust. Hitherto, the fund has only been able to guarantee depositors against loss.

The change in the fund's rules now enable the fund to issue guarantees or funds to provide for the ordered winding up of a bank, if this would be cheaper for the fund than having to meet claims from depositors after a bankruptcy. The banks feel strongly, as Mr Knud Sorensen, chairman of the Bankers' Association, says, that whatever conclusion the official commission into bank rescue methods arrives at, it must avoid setting up a system with a built-in safety net.



Denmark's national bank loans to Varde Bank total DKK1bn

went bankrupt, stock and bondholders did.

There were two notable bank closures in 1989, and the events which led to the closures did nothing to improve the prestige of the banking world with the general public. The two banks were Himmerlandsbanken and Varde Bank. At Himmerlandsbanken, serving the north Jutland town of Hobro, most of the assets were taken over by Spar Nord, the north

most of its assets were taken over by Sydbank, the south Jutland savings bank. Both banks tried to strengthen their capital adequacy ratios by selling bonds to their local customers, many of whom did not realise that a bank bond carries a degree of risk which is not associated with mortgage or treasury bonds.

The bondholders have lost their investments (so have the shareholders). The government

Bank by the Central Bank. The Central Bank loans to Varde Bank-in-liquidation total DKK1bn.

In return for the Folketing's (Parliament's) approval of the rescue plan for Varde Bank, the government agreed to set up an official commission with a directive calling on it to set out models by which in future the banking sector itself will finance the liquidation of troubled banks.

He would support a strengthening of the powers of the Supervisory Agency. He thinks, for example, that it may be necessary to give the supervisors powers to dismiss the management and supervisory board of a bank which is heading for bankruptcy and where the management is not doing enough to stop the rot. The debacle at Himmerlandsbanken had other consequences as well. Spar Nord was

convinced (and so was the public when Spar Nord published a fax which it received from the government) that it was promised a DKK1.3bn tax-write-off for taking over most of Himmerlands's assets.

When the terms of the deal slipped out, accountants pointed out that while a tax write-off is legal and correct when one company takes over another company in its entirety, a write-off, such as the one Spar Nord was claiming, is not legal when only part of the assets of a company are being acquired.

The possibility that the government had committed a breach of the law of the land prompted a right-wing populist politician, Mrs Kirsten Jacobsen, of the Proess Party, to start a hue and cry against the tax minister, Mr Ole Stavard, a Social Democrat, who approved write-off.

Mr Stavard's political life is still in the balance, but the government was able to postpone a show-down with the opposition. It set up a commission of inquiry into who said and knew what during the weekend in August when Spar Nord extricated the write-off from a government desperate to avoid a bankruptcy and all the complications for local business which this would have caused.

Hilary Barnes

## Profile: Danske Bank

## Prudent lending policy pays off for shareholders

Both of Denmark's largest banks, Den Danske Bank and Unidanmark, are the result of the merger, in 1990, of the country's six largest banks into two domestic giants.

But there the similarity ends. Unidanmark (a merger of Privatbanken, the savings bank, SDS, and Andelsbanken) has been plagued by heavy losses. The bank is now recovering under the management of Mr Thorleif Krarup, brought in from outside in late 1992, and after a highly successful international equity issue this spring it has

Danske collapsed in 1990 and had to be rescued by the state

well-placed to take advantage of the coming upswing.

Danske (a merger of Danske Bank, Copenhagen Handelsbank and Provinxbanken), on the other hand, has emerged from the recession years as the biggest, strongest and most profitable of the larger banks. Danske's assets at the end of 1993 were DKK35bn compared with Unidanmark's DKK24bn. Danske made a net profit of DKK4.4bn in 1993 to Unidanmark's DKK85m.

Even more striking is a comparison of profits over the entire recession period, 1987-1993.

Danske made profits of DKK5.7bn, while Unidanmark made losses of DKK2.6bn. Danske's equity capital peaked at DKK22.5bn in 1989, slipping to DKK20bn in 1993. Unidanmark's peaked at DKK18.6bn in 1989 and was down to DKK11.5bn at the end of last year.

The difference lies in their respective lending policies. Danske (when it was known as Landsbanken) collapsed in 1930 and had to be rescued by the state. It appears to have been permeated by a conservative ethos ever since.

This has shown up in the loss provisions as a percentage of loans and guarantees, which peaked at just over 2 per cent in 1990 and fell to 1.4 per cent in 1993. Unidanmark's peaked at 4.5 per cent in 1992 and were down to 2.7 per cent in 1993.

With a 35 per cent share of the domestic market (measured by assets), Danske does not wish to become larger – except by organic growth – according to its chief executive, Mr Knud Sorensen. But the bank is not, therefore,

Mr Sorensen says that by

without ambitions. Mr Sorensen electrified listeners at a banking conference held in Copenhagen recently by business newspaper Borsen, when he declared:

"With regard to new business areas, insurance and mortgage credit, we see no reason why, over a period of years, we should not obtain a market share which is equivalent to our share of the banking market."

Mr Sorensen says that by

this he also meant organic growth, and he was not intending to say that Danske plans to take over the Baltic insurance group, although he does not rule that out.

If other buyers for Baltic cannot be found, Baltic may land in Danske's unwilling lap.

Barring acquisitions, Danske has a long way to go to win a one-third market share of either insurance or mortgage credit. Its market shares in accident insurance, life and pension assurance and mortgage credit are still under 1 per cent.

Nevertheless, the bank's insurance and mortgage credit operations (it has two wholly-owned insurance companies, a life and accident company, as well as a general insurance company jointly owned with Codan) are a sign of the times. Danske – together with the other larger banks – is meeting competition for its customers' money by offering customers the opportunity to do insurance and mortgage financing with the bank.

(The insurance companies, of course, are doing the same, setting up banks in order to attract savings accounts from their insurance customers.)

Mr Sorensen's lecture was an interesting exposé of the bank's basic approach to business – a contribution to the growing literature which

takes exception to the strategic planning approach to business management.

"The world is unpredictable, forecasts are usually wrong," said Mr Sorensen. "Instead of plans, which can never be kept, we try to maintain a permanent preparedness to meet change ... to react constructively to unexpected developments, exploit opportunities which suddenly appear."

But, he went on, there is

only one form of growth that interests the bank: growth in profitability, with net profits as a return on capital of about 10 per cent as a desirable level.

The bank achieved a return on equity last year of 13 per cent. "But I am afraid to say that in 1994 and the immediate years to come we cannot expect to obtain a return of anything like the same level," he said. "A given level of business, including the number of branches and staff, is in principle only desirable if it brings a satisfactory return on the capital which our shareholders have made available to us," he added.

It may sound routine to Anglo-Saxons, but it sounds notably hard-headed to Scandinavian ears, where the interests of shareholders are often balanced against those of the employees and the community at large.

Hilary Barnes

Mr Sorensen: Baltic may land in Danske's unwilling lap

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## DANISH BANKING AND FINANCE IV

Securitised mortgages have been a feature of Denmark for two centuries and "no mortgage bondholder has ever lost his money in the 200 years the system has existed".

So says Mr Lars Rohde, a member of the management board of Realkredit Danmark (it changed its name from Kreditforening Danmark in 1993), one of the two largest mortgage credit finance groups.

The Danish mortgage system is unusual. Virtually all mortgage financing is done through the bond-issuing institutions. These were until recently self-owning associations of borrowers, but they have now been converted into limited companies.

The holding companies in the mortgage groups, however, continue to be owned by the borrowers. The companies are not listed on the Stock

The country's distinctive mortgage credit system has survived a turbulent economic period, says Hilary Barnes

## Three biggest groups back in the black

Exchange but the bonds they issue are.

Mortgage bonds account for around half of the turnover in bonds on the Copenhagen

Nearly all financing is done through the bond-issuing institutions

Stock Exchange. The system functions efficiently because it is supported by an infrastructure of a kind which does not exist in many other countries. There is an official property

registration and mortgage debt registration system (covering not only loans issued by the mortgage institutions but also private mortgage notes, known as "pantebreve").

This infrastructure means that there is a quick and legally simple means of reclaiming property if the owner defaults on mortgage payments.

Ownership is always known, and there are no privileged liabilities which are unregistered and therefore unknown to the lending institutions, as Mr Rohde explained.

Funding and loans by the mortgage credit groups are matched: 30-year loans are matched by 30-year bonds. There is no mismatch, "which gives the system stability," says Mr Rohde.

Nevertheless, the mortgage finance institutions are just emerging from a turbulent period, on which Mr Rohde's judgment is: "We survived."

The combination of moving from high to low inflation in the late 1980s and the recession which began in 1987 had as dramatic an impact on the mortgage credit institutions as

it did on the banks. As commercial and residential property prices collapsed, the level of defaults and executive auctions assumed a scale which

There is a quick method of reclaiming property if the owner defaults

was as bad as anything experienced in the 1930s.

There was no question of the mortgage institutions going bust, but at the peaks of the crisis a situation was reached

when it appeared that the institutions would no longer have the capacity to make new loans. Drastic action was called for to put the institutions back into shape.

Realkredit Danmark has cut its staff by 35 per cent since 1988, tightened up its credit policy to avoid new losses, and increased the margin (between what it actually raised and what it lends to the household) on its loans. The other institutions have carried out similar programmes.

Last year brought relief. The three largest groups were back into the black. Realkredit Danmark turned a 1992 loss of DKK1.28bn into a profit of DKK1.47bn. Nykredit moved from a very small profit of DKK46m to a profit DKK1.32bn.

They continue to carry very high - by the standards of mortgage credit - loss provisions of around 0.7 per cent of lending, but property prices have begun to recover and the economy is turning up, so the groups expect the level of bad loss provisions will at last begin to fall.

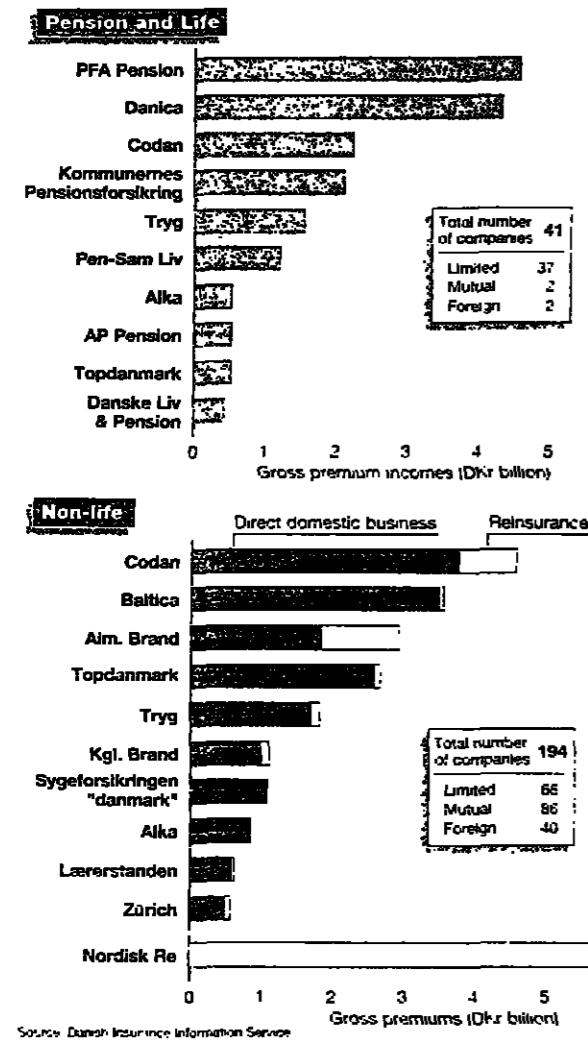
Falling interest rates in 1993 opened the way for mortgage-holders to convert loans carrying coupons of nine to 11 per cent to loans with coupons of six and seven per cent, which brought on the mortgage companies enormous pressure of business.

The three largest mortgage finance groups by lending (1993)

Nykredit ..... DKK336bn  
Realkredit Danmark ..... DKK295bn  
Sygeforsikringskreditfond ..... DKK125bn

Source: Financial Times

## The largest insurance companies 1992



Source: Danish Insurance Information Service

Ownership of Baltica remains to be decided, writes Karen Fossli

## Rescuer holds key to future

For more than a year the ownership structure of Baltica Forsikring, Denmark's biggest insurance group, has been shrouded in uncertainty.

Because of this, Mr Hans Eivind Hansen, chief executive, has been constrained forced to redesign to medium-term strategies for the company and to restrict his focus to basic insurance operations so as to sharpen Baltica's domestic competitive edge.

The insurer was saved from

to potential investors so that all possible solutions to our ownership can be kept open," Mr Hansen said recently.

Baltica owns 27 per cent of its own shares, having been given limited dispensation from Danish rules which do not allow insurance companies to own more than 10 per cent of their own shares.

Both of these shareholdings will have to be sold within the next two years because of the Danish rules, but it would be hardly surprising if DDB was given a political green light to take over Baltica, although concern over DDB's dominance of the domestic financial market makes this solution problematic.

The bank has said that it intends to clarify its intentions for Baltica during the first half of this year, but Mr Hansen, who is also a former DDB deputy chief executive, is less than optimistic that the company's ownership structure will be decided within this time frame.

"Given the recent turmoil within the company and within the Scandinavian insurance industry, Baltica's employees have learned to shrug off rumours about their future. Their morale has been surprisingly high, considering they have been through so much. I tell them it is business

as usual and not to stop making decisions," Mr Hansen said.

Possible future ownership plans have ranged from the company becoming independent, to DDB acquiring Baltica, to Codan - the Danish subsidiary of the UK's Sun Alliance - acquiring part of the business, to Skandia, Sweden's biggest insurer, becoming the new owner.

The Scandinavian insurance industry is still recovering from a series of dramas two years ago

collapse last year by a complex rescue package in which Den Danske Bank, Denmark's largest bank, emerged as Baltica's biggest shareholder with a stake of 32 per cent. However, DDB's stake in the company is more than 50 per cent when taking into account a 24 per cent shareholding held by Gefion, Baltica's former holding company, whose main creditor is DDB.

"We all know that Den Danske Bank holds the key to our future but we have to try to maximise our attractiveness

direct insurance was weaker last year than in 1992 when the group suffered a net loss of DKK445m primarily due to an extraordinary charge of DKK655m against accounts.

Baltica, nevertheless, has reduced costs by 10 per cent in the past year partly through staff reductions of the same magnitude, and steps are being taken to achieve a further 10 per cent cost reduction by 1995.

"We hope to present significantly improved results for the first half of 1994 and I am confident that the results for the whole year will be a substantial improvement over 1993. We should also be able to achieve a reasonable profit in 1995 barring unforeseen circumstances," he said.

Last year Baltica increased its premiums by 10 per cent from 1993 - it was the first such increase in more than eight years. "We are trying to define a new business idea which means concentrating on direct Danish insurance, cutting out associated business, and forming strategic alliances. The three main pillars of our strategy include premium increases, cost reductions and retrenchment of our business scope.

"We have retrenched our activities - both geographically and professionally but we will maintain operations in New York and London while winding down the business in Australia. Baltia, our business in Lithuania, has been sold."

Mr Hansen said that if Baltica had had a huge portfolio of securities and bonds it would have been somewhat cushioned from its earlier financial troubles. "As part of our restructuring we took more than 27 per cent of our own shares in the form of treasury stocks as payment for taking over a corresponding level of debt from our holding company which was DKK2.2bn. When we had to pay back this debt we were forced to dispose of our securities and bonds and we have not rebuilt the portfolio," Mr Hansen explained.

"Although we have the handicap of not having a big securities and bond portfolio... we have a reasonably sound insurance business - whereas Codan has a big bond portfolio and the challenge of building a reasonable non-life insurance business from the ruins of Hafnia," Mr Hansen said.

Baltica has to live from its basic insurance business which is not easy in the very competitive Danish insurance market, according to Mr Hansen. The company has a surplus policy, according to which it takes out as reserves allocations a surplus every year which is based on a percentage equivalent to what the policyholders are paid, plus a margin of 22 per cent. This means when shares and bonds increase Baltica under-performs, but when they decline in value the company over-performs.

Meanwhile, Mr Hansen, who earlier took charge of reducing DDB's employees by 15 per cent before coming to Baltica last April continues to forge ahead with tightening the operations.

Baltica's 1993 results are due to be published on April 7, but may be delayed until later in the month, according to Mr Hansen, owing to a couple of issues which have yet to be resolved. However, he said the company's performance in

"This provides a stable and important income from our 1991 investment in Statsanstalten (the state's pensions and life insurance group), which is of great importance for our position in the market," Mr Hansen said.

Nevertheless, Mr Hansen admits he has to operate within a very constrained environment, given the outstanding questions over Baltica's ownership structure. "We have no choice but to sharpen the edge of our basic business."

Source: Financial Times

## DANISH BANKING AND FINANCE V

An official commission, scheduled to report this summer, is considering reforms of the stock exchange in line with the EU financial services directive, writes Hilary Barnes

## Drift of trade to London causes concern



The old stock exchange is a building as picturesque as any in Copenhagen

There is increasing international interest in Danish securities, both bonds and equities, but there is a catch viewed from the Danish perspective.

More and more of the trade in Danish securities is taking place in London. Accurate statistics are hard to come by, but in some periods about half the turnover in Danish bonds appears to have taken place outside Denmark, as well as a considerable share of the trade in the most liquid equities.

The Nationalbank (Central Bank) is clearly concerned at the trend, asserting in its 1993 annual report, published in March, that "without reform of the market, there is a risk that the Danish securities market will become of declining significance in the [face of] strengthening international competition."

One of the reasons why trade is taking place in London, in the bank's view, is that non-residents cannot trade over the Copenhagen Stock Exchange unless they are physically present in Denmark.

The bank recommends a general liberalisation of legislation covering this aspect of the financial markets, to include the right for non-residents to trade on the Copenhagen Stock Exchange.

Reforms of the Stock Exchange are currently being considered by an official commission, due to report this summer, with a view to the implementation of the EU's investment services directive in 1996.

There is a lively debate taking place between the various interested parties - the big banks, the independent brokerage houses, the big bond-issuing institutions, and the institutional investors - on what changes are needed.

One of the problems, said Mr Eigil Pedersen, partner in investment

bank Gudme Raaschou, and a former chairman of the Association of Danish Stock Brokers, is that the set-up in Copenhagen currently favours the two big banks.

They account for about 60 per cent of the transactions, and for

trade in the very liquid securities, but there are a lot of illiquid securities, both bonds and shares. "We want to keep this market alive," he says.

He has been looking at reforms of the Amsterdam Stock Exchange, which faced a similar problem of trade going to London, but has managed to reverse the trend by changing the structure of its own market, allowing non-resident brokers to trade over the Amsterdam Stock Exchange and by establishing

separate wholesale and retail markets.

Making changes is a difficult process in Copenhagen, where the Stock Exchange and its related institutions, the Securities Registration Centre and the Guarantee Fund for Options and Futures, operate under legislation which gives the Stock Exchange a monopoly. The supervisory boards of the institutions, in principle self-owning, are appointed by the Ministry for Industry.

The present set-up means that the Stock Exchange mixes commercial with administrative and regulatory tasks. "We think it is a necessary condition for a stock exchange to function as a market place that it must be run on a commercial basis," said Mr Kai Struwe, secretary-general of the Association of Danish Stockbrokers. But he agrees that, as Denmark does not have the London market's tradition of self-regulation, the debate on freeing the Stock Exchange to function on a strictly commercial basis will be a difficult one.

Copenhagen now offers trade in a full range of derivatives, as well as in bonds and shares. A future on the 3-month Cibor, introduced last autumn, added a money market derivative to a selection of stock options and futures based on benchmark bonds and the KFX index of the 10-most traded shares. A feature of Copenhagen is that all these

instruments are traded on a single exchange.

The Danish market was the first in the world to abolish paper securities and introduce a fully electronic book entry and settlements system, starting with bonds in 1983 and shares in 1988. Electronic registration

### Stock exchange turnover (DKrbn)

Market profile	1993 4th quarter
Bond turnover (nominal value)	3,743,417
Volume in circulation	1,916,675
No. of bonds	2,359
Share turnover (market value)	35,864
Volume in circulation	318,435
No. of equities	595
Futep, bond-related	351,810
share-related	12,358

Source: Copenhagen Stock Exchange

tion of foreign securities has been

possible since 1989. Automatic trading systems were introduced in 1987. Decentralised trade - from broker's offices - became possible in 1988 and the floor of the Copenhagen Stock Exchange was closed in 1989.

Technically-speaking, the system has worked extremely well, but not every one is satisfied with the rules of the system. It embodies an extreme degree of transparency, with a 90-second requirement between making a deal and reporting to the Securities Centre. This

said Mr Struwe, exposes a dealer who has a big position as he or she has no way of getting out of the position without the entire market knowing that he must. Some trade may have gone to London simply because there is greater degree of anonymity.

The Copenhagen market is dominated by bonds. "We are one of the most exciting markets in Europe," said Mr Struwe. A substantial share of the benchmark treasury bonds are traded internationally. Last year the introduction of 30-year mortgages attracted international investors and on April 6 a 30-year treasury bond was launched.

The Copenhagen equities market is relatively small and only around five per cent of the shares listed in Copenhagen are held by non-residents. In the other Nordic countries somewhere between 20 and 30 per cent of the shares are foreign-owned.

Interest in Danish equities may be picking up, however. The \$3bn Tele Danmark privatisation issue taking place in April, 85 per cent of which is expected to be sold internationally, will introduce a new and liquid share.

The DKr1.7bn international issue by Unidankmark in February was a further sign of the times. It was the first time that a Danish bank has launched an international issue. Mr Thorleif Krarup, Unidankmark's chief executive pointed out, and the issue, at market price, was oversubscribed four times. Mr Krarup was particularly encouraged by the considerable interest in the issue in France and Germany in addition to the UK and the US.

"If Danish companies make a systematic effort, they can make Danish shares more interesting and more liquid," is Mr Krarup's conclusion.

investment banking, and the change from brokerage to investment banking was not always smooth. "It was not always easy to balance out the dips in brokerage earnings with earnings from investment banks. We had a few sleepless nights along the way," says Mr Dullum.

In the process, the company has undergone a complete change. Almost all the staff have changed since 1985. The education level is much higher, Mr Dullum says - a necessary requirement for a company which has made its mark in several complex mergers and acquisitions and corporate restructuring operations as well as capital market issues.

Hilary Barnes

### Profile: Gudme Raaschou

## New ways to earn money

He arrived at Raaschou in 1985 from Novo (now Novo Nordisk), the pharmaceuticals group where, as finance manager, he pioneered the first international equity issue in modern times by a Scandinavian company.

The position which Raaschou has tried to exploit is its independence, by virtue of its ownership, of other market participants. It is not committed to any particular source of funding and its own financial involvement is typically limited.

DKr10bn over the past two years - which is quite a lot for a little company."

Typical amounts raised are in the DKr300m-600m range. A considerable proportion of the money raised by the company has been for non-Danish Scandinavian companies. This side of the business is expected to become increasingly important.

Raaschou has just recruited Sweden's Mr Hans Cavalli-Björkman to the supervisory board. Mr Cavalli-Björkman is a former chief general manager of Skandinaviska Enskilda Bank; his base is in Malmö, just across the straits from Copenhagen. He is a strong advocate of closer business and economic relations between the southern Swedish and Copenhagen regions. A board member of many of the big local Swedish companies, Mr Cavalli-Björkman is some-

Raaschou earns about half its income from investment banking, and the change was not smooth

times referred to in the Swedish media as the king of Malmö. Raaschou has made something of a coup.

Raaschou is now earning about half its income from

The name of Gudme Raaschou has been appearing increasingly often, as co-manager or adviser on prestige Danish equity funding issues such as last autumn's privatisation issue by Giro Bank and last month's Copenhagen Airport privatisation issue.

The emergence of the Raaschou name (pronounced - approximately - "Ross-cue") is the story of a traditional brokerage business which saw the writing on the wall when the comfortable monopoly enjoyed by brokerage businesses in Denmark was shoved aside in 1985 and banks were allowed to set up their own brokerage subsidiaries.

The competition became even rougher when the country was plunged into a long recession after 1986 and the

markets collapsed. When the Danish Stock Exchange went electronic in 1985 there were 54 registered broking companies. Now there are only 26. The market is dominated by Danske Bank's and Unidankmark's broking operations (since January 1 this year the banks no longer have to operate brokerage in a subsidiary

"We had to have new business to ride out the storm. Brokerage alone would not keep it going"

company), and only a handful of independent brokers have survived.

"When the market collapses, either you need a rich uncle or you find new ways of earning

money," says Mr Kaare B. Dullum, managing director of Raaschou. "We did the latter. We had to have new business in order to ride out the storm. Brokerage alone would not keep it going."

Mr Dullum and his partners at Raaschou, Mr Eigil Pedersen and Mr Knud J. Strange, mapped out a strategy to turn the traditional broking business, founded in 1925, into a combined investment bank and broking group.

Mr Dullum played a key role in the transformation process.

Mr Dullum has been looking at reforms of the Amsterdam Stock Exchange, which faced a similar problem of trade going to London, but has managed to reverse the trend by changing the structure of its own market, allowing non-resident brokers to trade over the Amsterdam Stock Exchange and by establishing

separate wholesale and retail markets.

As organised today, Raaschou operates on the brokerage side in Danish shares and bonds and foreign securities.

Its investment bank operations include portfolio management, corporate equity finance and international capital markets (non-equity borrowing), and advice and consultancy in all these fields.

The two sides of the business complement each other. "We are always in the markets, so we know what is going on," says Mr Dullum. Raaschou has raised about

DKr10bn over the past two years - which is quite a lot for a little company."

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Raaschou is now earning about half its income from

## INVESTOR SATISFACTION

Foreign companies' satisfaction with business investments in Denmark

Very satisfied 52% Satisfied 38% Less satisfied 10%



Source: Danish Business Council

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## DANISH BANKING AND FINANCE VI

Hilary Barnes looks at an institution specialising in shipping finance

## 'The kind of financing which is of little interest to banks'

There is more to the Danmarks Skibskreditfond (DSK) than has yet met the foreign investor's eye, according to Mr Bo Jagd, the fund's managing director. Or - as he says while trying not to sound too boastful - "We can't find a bank in Europe which has a bigger shipping finance portfolio than we have."

"We are a household name here at home, but we are hardly known anywhere else," Mr Jagd says, but he predicts that this will soon change. So far the fund, a specialist bond-issuing mortgage institution providing long-term finance for ships, has been funded entirely in the domestic market, but he expects that within the foreseeable future it will go into direct dollar financing.

The DSK is a substantial institution by Danish standards. Its Dkr47bn balance sheet and Dkr39bn loan portfolio ranks it alongside Giro Bank, which is the country's fifth largest bank. But the DSK is in the business of long-term finance. Typically, it provides 14-year loans matched by funding with a 14-year maturity - a kind of financing which is of little interest to banks.

Loans are provided for new building of ships and conversions of ships at Danish shipyards for Danish and foreign owners, and to Danish owners for the acquisition of new ships and second-hand tonnage, as well as for the sale to foreign owners of Danish ships.

The substantial loan portfolio reflects the fact that Denmark boasts a large commercial fleet and a substantial shipbuilding industry. There are two big shipping companies: A P Møller Maersk, which is one of the world's biggest, probably best-known for the Maersk Line (one of the world's two biggest companies in container-carrying liner shipping); and the Lauritzen group, which is especially prominent in refrigerated cargo transport.

Møller owns the Odense Steel Shipyard, the only yard in Europe which has built and delivered double-hulled super-tankers. Lauritzen owns the Danyard, in Jutland, which recently won a big order to build a series of gas carriers for the American group Stolt Nielsen (the finance was

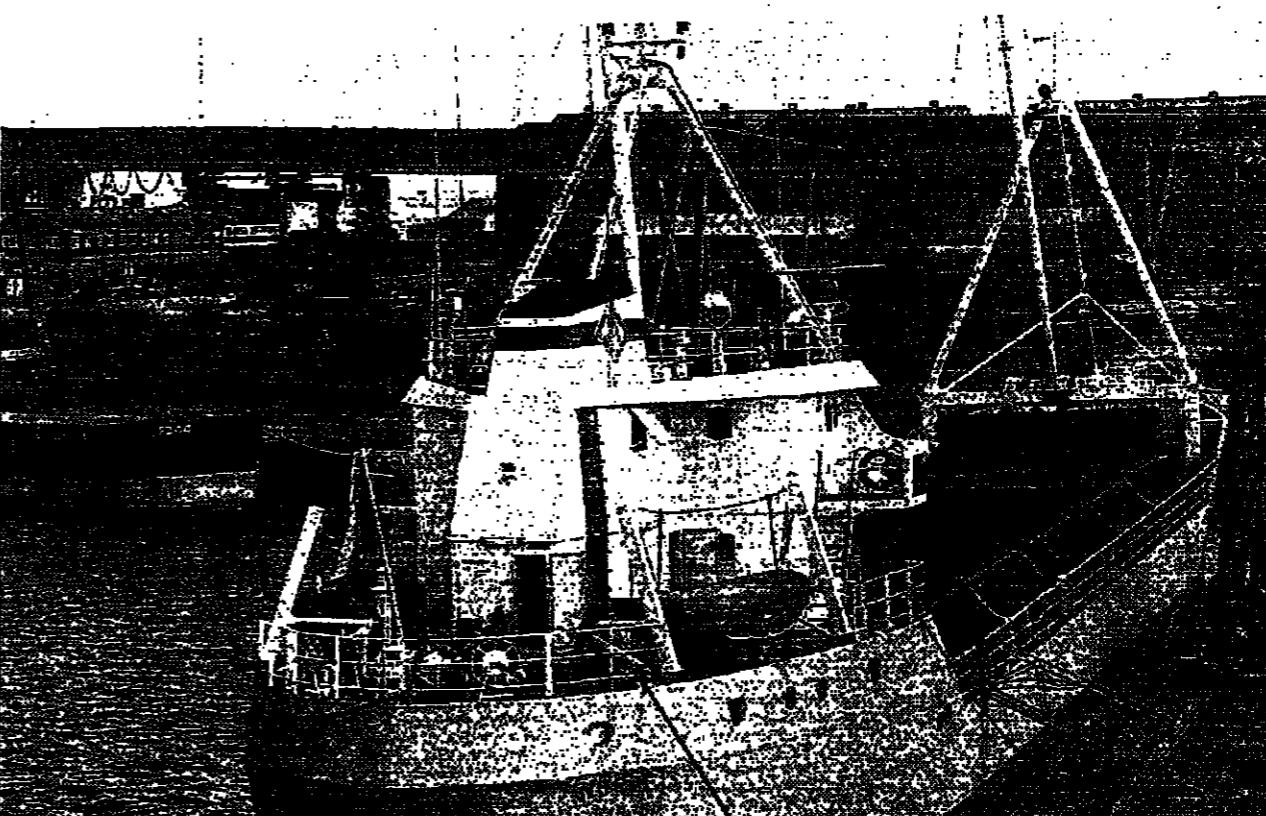
provisions in 1993 were Dkr62m, or about 0.6 per cent of lending). The DSK made a net profit of Dkr21m in 1993, up from Dkr202m in 1992. Its equity to assets ratio at the end of last year was 11.1 per cent - although this key figure does not have the same significance for the fund as it does for a bank. Mr Jagd says, because the DSK is not subject to the BIS capital adequacy rules.

The conditions under which the fund operates are changing rapidly. Not only have shipbuilding subsidies been reduced by the European Union, but also there is a strong push by the OECD's member states to abolish subsidies altogether.

This, and the fact that interest rates have fallen, means that an increasing proportion of ship financing is being carried out on market terms. In the case of Denmark, much of the fund's borrowing since the 1970s has taken the form of index-linked bonds. There was a strong domestic demand for these, which obviated the need to market DSK bonds abroad.

Funding by index-linked bonds is being phased out, however, and Mr Jagd says that the fund is increasingly interested in marketing its normal mortgage bonds abroad - as well as planning to introduce dollar funding instruments.

The DSK bonds, in contrast to many of the Danish mortgage bonds, are non-callable bullet bonds. This gives them a structure with which foreign investors are



Loans are provided for new building of ships and conversions of ships at Danish shipyards for Danish and foreign owners

familiar. They resemble treasury bonds, but, typically, carry a spread over treasury bonds of about 40 basis points.

"If a foreign investor wants a Danish element in his portfolio, he can obtain a better yield from us than from treasury bonds," Mr Jagd says, but he concedes that the fund's bonds are not as liquid as treasury bonds.

In the past, the fund has done considerable business in swapping loans into fixed-rate dollars - which is a logical step, as ships are dollar assets. The next step, Mr Jagd adds, is to go into direct dollar financing, motivated partly by the fact that there is a limit to how many investors are prepared to do dollar swaps on loans of such long maturities.

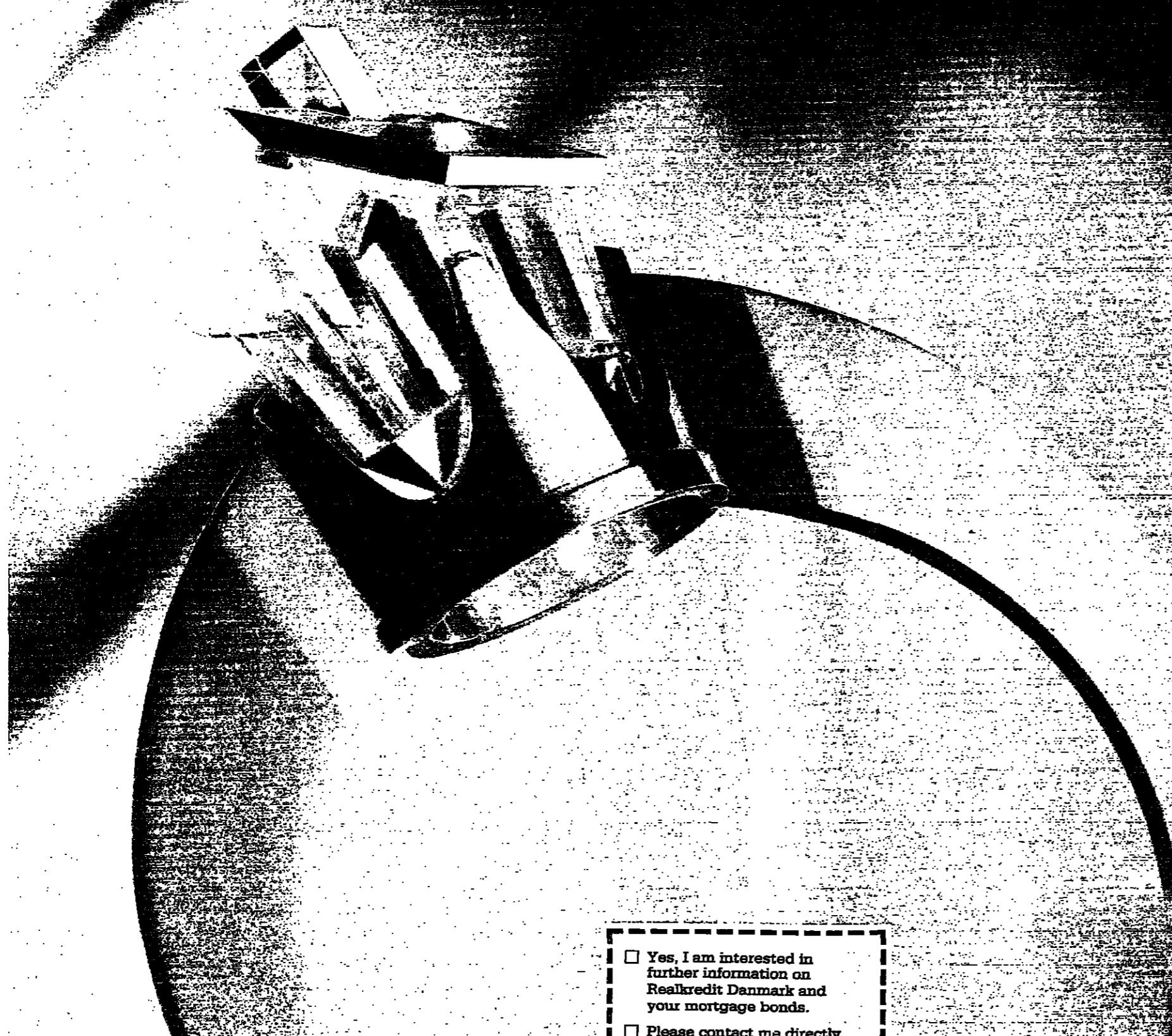
In fact the fund has already made its first venture into dollar financing, a six-year loan on a bilateral basis. The time for more ambitious dollar financing is approaching, probably as a private placement, he says. "But there is no hurry. Institutions which change too fast have too often ended up in trouble, so we are changing cautiously."

The fund has a conservative lending policy and keeps tight control over exposures

arranged by the DSK). The third important shipyard is the Burmeister & Wain Shipyard in Copenhagen.

The DSK loans are secured by first priority mortgages up to 60 per cent of the fund's evaluation of the vessel. Over this level additional security is required. The fund has a conservative lending policy and keeps tight control over exposures. This shows up in the accounts. Bad loss

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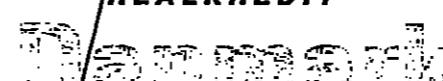
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\*Mortgage bonds are a defined term in the Danish Mortgage Credit Act.

\*\*The past is not necessarily a guide to the future.

### Profile: Topdanmark

## Trying to come out on top

Denmark has experienced two disasters in which insurance groups Hafnia and Baltic, have collapsed as a result of injudicious investments by their holding companies. There remains a question mark against the future of a third group, Topdanmark (Top), which has landed itself with a similar problem.

Mr Henning Birch, Top's chief executive since 1985, resigned on March 26, joining Hafnia's and Baltic's former managing directors, Per Vilum Hansen and Peter Christoffersen. He was succeeded by Mr Kaj G. Schou, formerly head of Top's accident insurance business.

Top's future is of interest outside Denmark. It is a participant in Eureko, the European insurance partnership which includes the UK's Friends Provident, AVCB of the Netherlands, Wasa from Sweden, and Occidental of Portugal. Top has a 12 per cent stake in Eureko, which in turn has owns 30 per cent of Topdanmark.

Top's other big shareholder is the Danish mutual group, Tryg Insurance, with about 19.5 per cent. Last autumn Tryg announced that its stake in Topdanmark was for sale, but there were indications last week that Tryg may change its mind following Mr Birch's resignation.

Topdanmark's serious error was the acquisition, in 1989, of the Jutland regional bank, Aktivbanken, for Dkr1.4bn. It turned out to house a cupboard full of skeletons; since 1989 the bank has cost Top another Dkr1.1bn in losses.

The chairman of the supervisory board, Mr Oluf von Lowzow (whose titles include Lord-in-Waiting and Master of the Royal Hunt) has blamed the extra provisions on "misunderstandings" on the part of the supervisors - an allegation promptly and emphatically rejected by Mr Egeil Molgaard, the chief supervisor himself.

Tryg's managing director, Mr Alf Duch-Pedersen, has also publicly questioned the value of the Eureko investment, which cost Top about Dkr300m. But in 1993, according to Topdanmark's accounts, the group made a profit of Dkr1.6m from Eureko.

At the annual meeting of shareholders in May, Mr Lowzow is expected to spell out the group's plan for getting itself off a potentially dangerous hook.

Hilary Barnes

### FT SURVEYS

The Financial Times plans to publish surveys on the following Continental European subjects during April, May and June.

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TURKEY  
AUSTRIA

GREEK BANKING & FINANCE  
RESTRUCTURING EASTERN GERMANY

SPAIN

MAY

MADEIRA

ROMANIA

TOULOUSE MIDI-PYRENEES

LATVIA

GERMAN BANKING & FINANCE

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## INTERNATIONAL HOTELS II

Advances in portable computing and mobile telecommunications over the past decade mean that many business travellers now arrive in the hotel lobby carrying a shoulder-bag of high tech gadgets including notebook PC, modem and perhaps even a cellular telephone.

Large hotel chains on both sides of the Atlantic recognise that many guests are no longer satisfied with rudimentary centralised business facilities such as front desk telex machines, aged photocopiers and outdated switchboards.

At the very least, many business travellers now expect a business centre furnished with the latest telecommunications, printing and PC equipment. And some are demanding at least some of these facilities in their rooms.

In the 1990s, when productivity and efficiency are corporate bywords, an increasing number of travelling businessmen and women are sending a clear message to hoteliers that they will no longer tolerate bed-side telephones, cramped desks, inadequate lighting and inaccessible power sockets. Today, they expect to be able to turn their hotel rooms into offices capable of communicating directly with the outside world.

The Hyatt Hotels group is one of the chains which has acknowledged and responded

to this demand. Earlier this year, Hyatt announced that all 85 of its US and Canadian business hotels would provide its "Business Plan" facilities by the end of March.

Hyatt's business plan facilities include facsimile machines in every guest room, and business equipment including desktop computers, laser printers, photocopiers and office supplies accessible 24-hours-a-day, on every Business Plan floor.

In addition, Business Plan guest rooms feature large desks, a desk telephone with computer hook-up and enhanced lighting. The desk lamp even has a power outlet on its base so that guests do not have to dive under the desktop to find a socket to plug in their portable PC power adapters.

Hyatt charges its Business Plan guests an extra \$15 a day on top of room rate for the additional facilities - which also include complimentary local 800-number and credit card telephone access. If the programme proves successful, it will be extended to Hyatt hotels overseas.

The Chicago-based hotel

group developed the business plan after a telephone survey of 500 business customers revealed that 72 per cent feel more "pressure to produce" on business trips than they did five years ago. 58 per cent said they spent "more time working in their hotel rooms than they did five years ago."

All six Inter-Continental and Forum hotels in the UK have added new business products

Other international hotel groups have also begun to respond to these pressures. In the UK, all six Inter-Continental and Forum hotels have recently added an extensive range of new products and facilities aimed at the international business traveller.

These include state-of-the-art business centres, voice mail systems and other advanced telecommunications facilities such as mobile telephone hire.

For example, last year the George Inter-Continental in

Edinburgh installed what it claims is the most advanced telephone system in operation in any Edinburgh hotel. Facilities include two telephone lines in each guest room, enabling in-room facsimile services, the allocation of individual private telephone numbers for incoming calls to guests, automatic check-out from guest rooms, and a sophisticated television messaging system.

However, the most extensive refurbishment, totalling £9.5m, is taking place at the Churchill Inter-Continental in London. It includes installation of a new Club Inter-Continental "executive floor" modelled on a concept introduced by Inter-Continental in the Pacific/Asia region two years ago.

Guests staying on the Club floor (which was officially opened at the Churchill earlier this month) have their own swift check-in/check-out facilities on the floor. Multi-lingual staff are available to assist with business and travel arrangements.

Each Club floor guest room features a dedicated fax/modem line in addition to an

international direct dial telephone line - fax machines are available on request and are supplied in all suites. Transatlantic travellers in particular will appreciate the dual 110/220 voltage power sockets in each room.

By providing such specialised business facilities, hotels hope that they will retain a competitive edge over their rivals and continue to attract the all-important business traveller. Features such as extra telephone lines and in-room facsimile machines certainly provide the business traveller with added convenience. Others make hotel bedrooms more "office-friendly". Nevertheless, technology is already helping the seasoned traveller overcome many of the limitations of less well-endowed establishments.

But despite miniaturisation, squeezing all this gear into a shoulder-bag - let alone operating it - can require considerable skill and cunning, and lifting the bag may still require weight-training.



The Plaza in New York: 'communicating directly with the outside world'

Paul Taylor investigates developments to attract the business traveller

## Forget the rudimentaries

### Christopher Price finds that conferences provide a safety net

## Smaller venues work better

While discounted room rates and empty beds have become the norm during one of the industry's worst downturns, conferences have emerged as a vital part of many hotels' financial well-being.

As a result, many hotels are expanding their facilities and increasing investment in an attempt to win a bigger market share. The importance of the conference business should not be underestimated. For a primary business centre hotel, industry estimates put earnings from conference business at between 30 per cent and 40 per cent of total revenues. (Those in the industry stress that these revenues are additional and do not displace other sources of income.)

They are particularly important out of season, and one of the main developments has been in the type of venues required. "Meetings used to be held in very large venues in big gateway centres," says Miss Cam Cooper, vice-president of conference sales at Holiday Inns. "Now the trend is towards regional and secondary market meetings."

Mr Rik Danielson, managing director of sales and marketing at Forte, says the demand for conferences - and for a wider variation in venues - is partly the result of advances in information technology. "Training and information conferences have become the important way to re-tool for the 1990s."

While demand has, in the words of one hotel company executive, been "solid" during the recession, there are signs that the recovery will give the conference trade a further boost. Meridien Hotels, the French-owned international group, reports a doubling of conference inquiries in the past year, and a similar rise in converted bookings. Two-thirds of the confirmations are in.

Mr Danielson believes this is also because conference organisers put more

emphasis on quality than on getting reduced prices. In a recent poll of organisers conducted in the US, the most important requirements from hotels were also the most basic: good-sized well-fitted meeting rooms, basic materials such as projectors and stationery, and efficient service. The package price was well down the list.

Not surprisingly, hotels are concentrating their efforts on improving their service, while at the same time trying to keep ahead of the opposition. All the big international hotel chains have moved to coordinate their conference business.

For example, Holiday Inns has introduced its Conference Network system

which aims to underpin the group's consultancy role.

Videoconferencing is one area being given much attention, as are more basic items such as an en suite fax and video facilities in all meeting rooms.

Incentive travel is another source of additional income allied to the conference business. Travellers are often participants in VIP packages and receive corresponding service. "Consequently the hotels enjoy the revenue from banquets, gala dinners and special themed events taking place under their roof," says Ms Sarah Webster, executive director of the UK-based Incentive Travel and Meetings Association, "plus all the extras from room service".

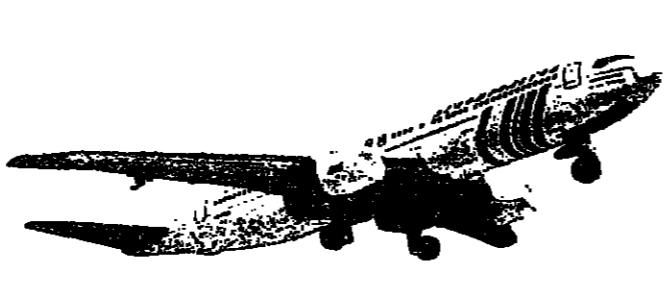
However, there are some elements of concern in the industry. The number of venues offering meetings facilities has grown significantly and, despite reports of growing demand, some hoteliers privately tell an opposite story of intensifying competition and consumers beginning to shop around for the best deals.

The growing trend to hold shorter meetings is undermining the lucrative accommodation spin-off.

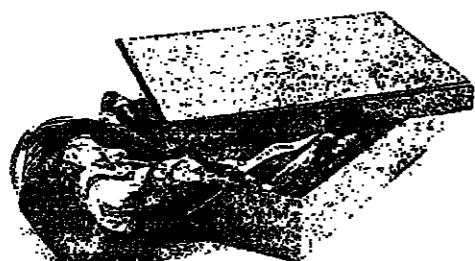
Running costs are also high and there are worries that a rash of special package deals introduced by some of the large chains to fight off smaller more flexible - and cheaper - rivals, may become the norm.



1. This is the business traveller checking out of his hotel.



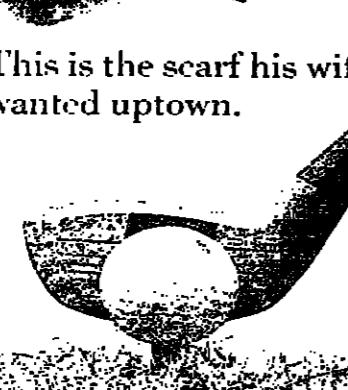
2. This is the flight which left in three hours.



3. This is the scarf his wife wanted uptown.



4. These are the shoes his girl wanted downtown.



5. This is the club he wanted in town.



6. These are the things that were slowing him down.

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1. This is the place that helped.

For example, portable high-speed fax-modems - including some which plug into the credit-card sized PCMCIA slots on the newer notebook computers - now enable portable PC users to send and receive facsimile messages directly from their screens via a standard telephone line.

If secure voice-only telecommunications are required, then the business traveller will soon be able to use one of the new pan-European GSM-standard digital cellular telephones to make a telephone call almost anywhere in Europe.

Where hard-copy paper printouts are required, lightweight high quality portable printers are now available, as are notebook PCs with in-built ink-jet printers - such as, for example, those from Canon - and portable facsimile machines.

But despite miniaturisation, squeezing all this gear into a shoulder-bag - let alone operating it - can require considerable skill and cunning, and lifting the bag may still require weight-training.

Repeat business has become a high priority, says Christopher Price

## 'Come back and see us'

As competition has intensified in the hotel market, so also have the hoteliers' efforts to retain their existing customers. Loyalty programmes have become an integral part of the international hotel industry's operations.

More attention to service, room rate discounts, special packages and subsidised restaurants have always been a part of the industry to a greater or lesser extent.

But the ferocity of the recession has focused attention on what may have once been considered marginal extras, and many chains have now attempted to quantify them into a package designed to retain customer loyalty.

The basic tenet of all the programmes is that the more frequent the stay, the higher the reward for the customer. Airline flights, car hire, restaurant meals, and sporting facilities were the main benefits originally offered to encourage repeat business. All of these items are now included in the large number of loyalty packages employed by the luxury hotel chains.

And in the drive to make the programmes more "personalised", intrinsic services such as newspapers delivered to rooms, room upgrades, queuing, express reservations and check-in have become prerequisites.

Marriott, the big US international hotelier, was a pioneer of loyalty programmes. Its Honored Guest Award scheme - begun in 1983, now with 5m members worldwide - is typical of the genre.

Members earn points during each Marriott stay which can be exchanged for travel awards. And in line with

recent developments, the hotel has joined with a variety of associated organisations to make the programme more attractive. British Airways, Continental, Delta, Northwest, TWA and USAir are some airlines included. Car rental, cruise ships and associated hotel groups are also involved.

It is a similar story at Holiday Inn Worldwide: its Priority Club has a membership of

them stealing market share."

Mr Pierce agrees. "Marriott's launch in the US did initially give it an advantage, but now everyone's doing it and the advantage has slipped away."

He adds: "Whether it's a zero sum game is a subject of hot debate in the industry. You can reach a level of parity, but the programmes give an organisation the chance to maximise its strengths."

Another flaw with these programmes is that they are designed only to keep customers, not to entice new ones.

Despite these misgivings, most industry executives agree that loyalty programmes are here to stay. Mr Pierce believes the future will see competition between programmes intensifying.

"The programmes are likely to become more focused as

		Market Data* 1992				
	Ad Hotels	Africa & the Middle East	Asia and Australia	North America	Europe	Latin America
	%	%	%	%	%	%
Domestic	47.0	18.2	33.6	85.3	47.4	53.5
Foreign	53.9	81.8	67.4	14.7	52.5	46.5
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Repeat Business %	36.7	32.7	32.9	41.0	35.5	47.1
Composition of Market						
Government Officials	3.9	11.3	4.6	6.5	1.8	4.9
Business Travellers	33.6	38.6	30.7	28.5	37.4	32.6
Tourists (individual)	24.8	9.4	27.4	26.1	22.9	24.8
Tour Groups	17.4	13.6	20.1	7.8	16.6	23.4
Conference participants	11.3	7.8	7.5	22.9	12.1	8.2
Other	9.2	19.3	9.7	8.2	9.2	6.1
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

\*Arbitrarily defined

Source: Hoovers International

"In the case of companies such as Holiday Inns, we capitalise on being in a large number of locations, against a smaller or regional operator. And there are other situations where our huge distribution ability gives us the advantage."

Mr Danielson worries that too much time and effort might be put into loyalty programmes at the expense of other services. "The industry battlefield is loyalty programmes, there's no doubt about that. But the question we must keep asking is: are we spending too much on these at the expense of basic services?"

databases grow in detail. This will lead to a shift in advertising as less expenditure is put into broad advertising coverage and more into individualised schemes."

He also believes that partnerships between hotels and other organisations, to attract and retain customers, will grow and incorporate a whole new range of retail groups.

Mr Danielson foresees fewer customers at the top level, but a sector of customers who are more selective. "What makes today's customers different is that they really expect to receive value for money," he says.

Sarah Wilkins considers the needs of women travellers

## Gender goes on the agenda

Female business travellers are finally being treated like their male counterparts and not as either inferior or non-existent guests.

Compared with 10 years ago, hotels are responding more positively to the lone woman guest - and the woman host in hotel restaurants. Discrimination still lingers, however, particularly with older staff, but examples are few and far between in the mid-1990s.

It has been a long haul. Hotel amenities have slowly improved for women. Hair dryers are the norm. There is better lighting, bathrobes, skirt hangers, ironing boards, door spy holes and door chains. (These benefit the male guest, too.)

But lobbying by the female travellers' sorority was not only about amenities. Staff attitudes and certain procedures were also criticised. Security issues were central. Allocating women rooms at the end of long, dark corridors, for example, or reception staff loudly calling out room numbers at the check-in desk, were two worries. Technological advancements - such as plastic, numberless, computer-driven key cards presented in discreet folders, and the disappearance of the key display behind the counter - have helped reduce the latter concern.

## INTERNATIONAL HOTELS III

Hotels across Europe have suffered in the recession, writes Michael Skapinker

## A shortage of customers persists

When Cigia, the debt-laden Italian luxury hotel chain, went on sale last year, potential buyers were almost crushed in the rush.

For the UK hotel group and an early front-runner, admitted defeat when it decided the sums being offered were more than its shareholders would be willing to bear. Mr Stephen Bollenbach, president and chief executive officer of Hotel Marriott of the US, another unsuccessful bidder, says he was extremely disappointed not to have captured the chain - which lost £135.45m last year. The winner, ITC Sheraton of the US, paid more than £100m for Cigia, a sum which left the hotel industry gaping with astonishment. What did all the potential buyers see in a company in such a parlous financial state?

Cigia's properties are certainly prestigious: they include the Grand in Rome and the Danieli in Venice. But not only is Cigia a financially troubled group; it also operates in a severely depressed market.

Most European hotel markets are suffering from a shortage of customers. Mr Michael Bell, sales and marketing director of Utell International, which handles reservations for hotels around the world, says: "The economic outlook for Germany, Spain and Italy must remain at best questionable."

Hotels in France have suffered in the recession. Mr Bryan Langton, chairman of Holiday Inn, says that while the vol-

ume of business in Germany has not dropped, "we're seeing dramatic pressure on room rates of the sort we saw in the UK when it went into recession".

The UK, and London in particular, is seen by several hotel groups as the only bright spot in an otherwise gloomy market. But a recent survey by the Horwath hotels and leisure consulting group throws into question how robust the UK recovery really is.

Mr Geoff Parkinson, a Horwath director, says the performance of hotels in England last year was "patchy and inconsistent". The survey, conducted in association with the English Tourist Board, found that average room occupancy last year was 49 per cent, the same as in 1992 and well below the figure of 57 per cent achieved in 1989 and 1990.

In London, which some people in the industry believe is achieving better results than the UK provinces, occupancy actually deteriorated last year. It was down to 56 per cent, compared with 57 per cent in 1992. The Capital's luxury hotels - those charging more than £25.50 a night - achieved annual occupancy of 65 per cent: reasonably healthy but still no higher than 1992. The last quarter of 1993 was particularly disappointing for this category of hotel.

The lowest priced hotels in London - those charging less than £56 a night - suffered from occupancy to 52 per cent from 57 per cent in 1992.

The only encouraging sign in the London market was hotels that charge between £58 and £85.50 a night. Their occupancy rose to 57 per cent last year from 53 per cent in 1992. But even this compares with a figure of 71 per cent in 1989.

Mr Parkinson did see some cheer in the survey results. He says: "What the figures do show is that the slide in occupancy, which took place in 1991 and 1992, has stopped. First indications are that 1993 will begin to show an improvement." He warns, however, that low occupancy had led to a decline in achieved room rates. This "leaves little margin for re-investment - something which, for many hotels, is now becoming urgent."

If this was the trading picture in Europe's healthiest market, why are some investors still so keen on buying hotel? Mr Paul Slattery, a hotels analyst with Kleinwort Benson, believes that one needs to look beyond the current European economic downturn. In the UK, he believes that hotel-owning companies are likely to retain the system of strict cost controls they developed during the recession. They

will increasingly book rooms through large hotel reservations organisations.

Despite the current French recession, Mr Slattery is optimistic about the long-term outlook for the country's hotels. France's expanding national chains of retailers and financial services companies will generate increased business for hotels around the country, Mr Slattery believes. He adds that France's privatisation programme will increase hotel use too; newly-privatised groups will be hungry for business, sending their employees travelling to new contracts.

Mr Slattery argues that the longer-term outlook for German hotels is also cheerful. The country's economy is heading for a period of restructuring. The manufacturing sector will have to increase productivity and reduce wage costs to compete internationally, but the service sector will grow, generating increased demand for hotel rooms.

Mr Roger Garland, executive vice-president of Four Seasons Hotels, the Toronto-based luxury hotels group, argues that too many of Europe's prestigious establishments are unsuited to the needs of the modern business traveller.

He says: "There's a significant opportunity to build modern, highly-efficient hotels in the European market. If you look carefully at any European market, you'll see hotels with a lot of style but which are badly run."

Imagine coming home after a hard day at work to a round of cocktails in your sitting room, then lighting a fire in the hearth and relaxing, looking out over a garden courtyard.

Perhaps later in the evening you order the week's groceries by telephone, and fix a light supper. In the morning the day's newspapers will be delivered free to your door, and you look forward to sharing a cooked-to-order breakfast, also free, with your neighbours.

If this does not sound exactly like home, that is because it is increasingly the way US hoteliers make travellers feel at home away from home. Do not be deceived by the perks, because this treatment is considered "limited service", and can be far less expensive than full-service hotels. For business travellers required to make long sojourns at a single location this trend is particularly good news, because rock-bottom prices become even lower for extended stays.

A large part of this trend is the proliferation of "all suite" hotels, which offer separate living and sitting rooms, and often a mini-kitchen. This arrangement is a boon to women business travellers who appreciate having a separate bedroom and meeting area, and to families who can take advantage of fold-out couches in sitting rooms and "kids stay free" policies to trim vacation costs.

After 11 years of consecutive losses, the US hotel industry made a profit in 1993, thanks to aggressive cost-cutting and a turn to no-frills properties catering to travellers' budgets and comfort in equal measure.

Recovering from record \$5.5bn in losses in 1991, the US hotel industry is clawing its way back. Mr. Bjorn Hansen, chairman of the National Hospitality Consulting Group from the international consulting firm Coopers & Lybrand, says that big debt restructuring, tax relief, and significant reductions in management costs have earned the industry some breathing room.

He estimates that debt restructuring alone will save the industry some \$2bn a year. But he believes that return to

profitability will not result in significantly more hotels, but in smarter marketing strategies. His data show that for each dollar of revenue, a hotel earns 75 cents profit per room. In food service, a hotel makes only 16 cents profit on each dollar of restaurant income.

As a result, new hotels, mostly in suburban locations, are leaving out in-house restaurants and the lobby bar and free local telephone calls are standard, while services like grocery shopping, meal delivery, and laundry are also available. Marriott has 179 of these properties scattered around the US.

Promus is also competing for the long-term visitor, with its Homewood Suites offering similar amenities. The industry's definition of "extended stay" is five or more nights.

However, Marriott research shows that the average stay is 13 nights, and that international visitors stay an average of 26 nights at its Residence Inns. Prices range from \$75 to \$105 per night and are lower for longer stays.

The US has a proliferation of budget motel chains, often sprung out under the glare of freeway lights close to airports and suburban shopping areas. However, a new generation of economy hotels has arrived. These generally have the benefits of new construction, with spacious rooms, key-card security, and cheerful lobbies where generous free breakfasts are served buffet-style to guests.

Owned by the larger hotel chains, these properties usually allow children to stay free; allow three or four adults to stay at a two-person rate; and offer special price packages for senior citizens. Managed to appeal to low-budget business travellers and leisure travellers on their way to vacation destinations, these hotels are typically priced between \$40 and \$50 per night.

Marriott's Fairfield Inn and Promus's Hampton Inn hotels are typical of this class. Both these chains were started in the mid-1980s. Hampton Inn now has 376 hotels in 44 states, while Fairfield Inn has more than 130 properties in 37 states.

Laurie Morse looks at North America

## Feeling at home

Nicholas Lander investigates the phenomenal rise to fame of the hotel restaurant

## Star chefs are in a transfer market



Hotels adopt varying tactics to keep their restaurants in the news.

If the Edwardian gourmet, Colonel Newnham-Davis, gastronomic correspondent of the Pall Mall Gazette before the first world war, were to return to London today he would not be surprised at the location of some of the capital's finest restaurants.

Eighty years ago he was accustomed to dining in splendour at the Savoy, the Ritz, Claridges or the Berkeley. These hotels still prosper, but if Newnham-Davis were to pick up the 1994 Michelin Guide he would see that, in the gastronomic league table, their dining rooms have been surpassed by other hotel restaurants. Two of London's three two star Michelin restaurants are in Forte-owned hotels - Chez Nico at the Grosvenor House and the restaurant at the Hyde Park.

The third, Le Gavroche, supplies meals to the bedrooms upstairs at 47 Park Street, part of the Demeure hotel group. Of the 11 one star Michelin restaurants in London, five are in big West End hotels - the Capital, the Connaught, the Oak Room at Le Meridien, Piccadilly, the Four Seasons at the Four Seasons hotel, and the Oriental at the Dorchester.

This phenomenon of the impressive hotel restaurant is not confined to London.

Monte Carlo boasts the Hotel de Paris (where the chef is Alain Ducasse); Washington DC has the Watergate (chef Jean-Louis Palladin); San Francisco has Postrio in the Prescot Hotel (chef Wolfgang Puck); Dallas is home to the Mansion on Turtle Creek (chef Dean Fearing).

In France, the country's most highly-esteemed chef, Mr Robert, has moved out of his own restaurant, Janin, to take over the kitchens and restaurant at Le Parc Victor Hugo, another Demeure hotel.

The Savoy's head chef, Silvano Trompato, was the only well-known hotel chef.

Hotel dining rooms used to be, with one or two exceptions, dull and uninviting - and almost invariably empty. They stood as necessary but uncared for appendages to supply the much more profitable banqueting suites and room service to the bedrooms.

In 1971, when 27 hotels opened in London as a result of the bedroom building subsidy granted by the then Labour government under the premiership of Harold Wilson, just two hotels were renowned for the excellence of their food: the Connaught and the Savoy.

The Savoy's head chef, Silvano Trompato, was the only well-known hotel chef.

Continued on next page

Women, Taiwanese and Chinese in particular. Of the two countries, China seems the main attraction for the development of more cost-conscious hotel expansion. With China fitfully awakening, expected to become a centre of economic growth as an export power and a market of 1.2bn potential consumers, hotel investors are queuing up.

The whole of IndoChina is also ripe for hotel investment, although Vietnam, followed by

Cambodia, heads the wish list of investors, rather than Laos or Myanmar (formerly Burma).

China's recent lifting of trade sanctions between the US and Vietnam has opened the floodgates for American investment and Japanese investment will not be far behind. InterContinental is set to announce a deal in Cambodia's capital Phnom Penh.

Sheraton, the large American hotel chain which has 45 properties throughout Asia, is ready to expand in the region. While it is pushing ahead with its Sheraton brand - there will be openings in Kuala Lumpur in 1996, and a second site in Bangkok - it is developing a four-star brand for Asia, specifically for China. "They will service the growing indigenous population of businesspeople," says a spokesperson.

Omni, the Asian four-star hotel operator, is also expanding into China. It is in Beijing, adjacent to a Sheraton hotel in the downtown area. Its success, as a no-frills product, has spurred the group to expand.

Fueling the growth in more budget-priced properties is the growth in numbers of the regional businessmen and women, Taiwanese and Chinese in particular. Of the two countries, China seems the main attraction for the development of more cost-conscious hotel expansion. With China fitfully awakening, expected to become a centre of economic growth as an export power and a market of 1.2bn potential consumers, hotel investors are queuing up.

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## INTERNATIONAL HOTELS IV

The hotel market in the former Soviet Union and eastern Europe is struggling to catch up with demand

## It is hard to beat a way into Moscow

When a couple of cleaning ladies launched a \$10m lawsuit against a leading western-managed Moscow hotel for their allegedly unfair dismissal, their tale joined the list of horror stories the western business community likes to tell about the hazards of investing in Russia.

"This country is crazy, you know... the judge will probably award them the money," said one western construction executive. "Oh, no, they won't. The judge is simply waiting to

### Problems include ambiguous property rights

be paid off not to," said another western entrepreneur, involved in tourism.

The ladies apparently hit on the amount of \$10m through a mistranslation of the conditions or a strict merit system. This had been introduced by the Radisson group, which manages the hotel in question, and said that employees were free to determine the size of their bonuses.

The story also points up the particular difficulties facing western companies involved in building, refurbishing, and managing hotels in Russia. Despite being one of the Russian capital's favourite hotels for western visitors, with more than 85 per cent occupancy, the Radisson-Slavianskaya Hotel shares many of the difficulties facing hoteliers in Russia.

The advantages of a western-managed hotel such as the Radisson are also clear: with demand for quality rooms outstripping supply in Moscow, such hotels command a seller's market, despite the gradual encroachment of some degree of competition as new projects are painfully completed.

The rewards to be made by those who have succeeded in beating their way into the market are increased by the considerable obstacles to others entering the market.

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quent difficulties in raising finance for new projects. In the case of the Radisson-Slavianskaya Hotel, the question of who actually owns the building remains the subject of competing claims among successor state and semi-state organisations to tourist, the former state monopoly.

In addition, the authorities' powerlessness to enforce their own rules may be illustrated by a railway workers' relaxation club still standing on the grounds of the hotel, despite an order for its demolition by the mayor's office in late 1992.

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But after just two years of market reforms, some progress is being made towards more transparent decision-making, and time is likely to cure many of the worst problems of Russia's infant capitalism.

Leyla Boultou

The quality of Warsaw hotels is uneven at best, but the city presents the sentimental traveller with an unrivalled opportunity to relive most post-war eras, as the Polish capital slipped from Stalinism in the 1950s to the political and cultural thaw of later years, and on to the entrepreneurial free market present day.

Few remember, for example, that the *fin de siècle* Polonia near the main railway station, now catering to the rougher end of the market, was once - in 1945 - home to the entire diplomatic corps in a rubble-strewn city still waiting to be rebuilt.

That reconstruction resulted in the stern Stalinist interiors of the Warsaw hotel - ideal for those wanting to indulge in Le Carré spy fantasies - and the down-at-heels Grand, originally built in the 1950s, for bureaucrats coming into Warsaw ministries to arrange for allocations of ever-scarce resources.

The Grand remains a handy place to await tardy decisions from the privatisation ministry

Since the collapse of communism in central and eastern Europe, Prague has been one of the most popular destinations for visitors to the region.

But while the huge influx of visitors has been good news for local tradesmen and commerce, it has caused over-crowding at favourite sightseeing spots such as Charles Bridge and Prague Castle, and suitable accommodation has meant it is still under scaffolding more than two years after work started.

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